Foreword

For more than 35 years the MAS MTEC programme at ETH Zurich has been successfully contributing to further the development of career-minded individuals with a background in technology or natural sciences who want to expand their skills and qualify for new challenges in management, fostering innovation and strategy development.

Get to know our graduates firsthand: in «Perspectives» you will gain insights from 13 multi-faceted personalities with diverse backgrounds. They recount why they chose the MAS ETH MTEC programme, what their expectations and experiences were and where they stand today.

Professor Stefano Brusoni
Chair of Technology and Innovation Management
Programme Director MAS ETH MTEC
He initially worked as an engineer at ewz, the Electric Utility of the City of Zurich. Since then, Andri J. Casura has energised his career and altered his perspective: he is now responsible for all substations and HV Lines in and around the city. He leads a team of 120 employees and utilises the knowledge derived from the programme’s various disciplines on a daily basis.

«I look back fondly on the excellent education I initially received when I completed my Master’s degree at ETH Zurich. This enabled me to get a good position at ewz. After a few years in this role, I realised I was not finding the professional fulfilment I sought working as an engineer in the technical projects I was managing. It was also becoming evident that my personal strengths in management and dealing with people would be most effective in a higher management position. When I began exploring options for higher education in the management field, it was apparent to me that I would investigate the programmes offered by my alma mater. The MAS ETH MTEC really stood out among the many management programmes, because as is consistent with the ETH, it demanded something back from the candidates. The programme also builds a solid practical foundation for professional life. While studying, I was able to directly apply what I was learning to my daily work. After completing the course, my first professional change came when I took on a special task for the former divisional manager. Now, as Head of Substations and HV Lines, I am able to utilize an abundance of resources and repeatedly draw on what I learned during my studies.»

Andri J. Casura
Head of Substations and HV Lines Zurich
ewz – Electric Utility of the City of Zurich

Profile at start of programme
Work experience 5 Years
Age 29
Degree MSc ETH EEIT
Country of Origin Switzerland

«I wanted to progress towards sales and management, and to gain an understanding of the many and varied non-technical subjects that play a role in this discipline. As an electrical engineer with an ETH Master’s degree, I was already aware of the knowledge-based management programme at the Department of Management, Technology, and Economics of ETH Zurich. ETH Zurich’s excellent reputation, both nationally and internationally, and its reasonable course costs added to all the other advantages that made the programme so appealing. For example, the chance to tailor my studies from a comprehensive course catalogue according to my particular requirements and interests was extremely valuable. I was able to organise my workload flexibly and devote 80% of my time to work during the semester, and 100% during the semester break.

In retrospect, I can say I achieved all the goals I set for myself: for one, I have a greater understanding of a number of non-technical subjects; secondly, I have excelled in my career. Furthermore, the MAS ETH MTEC helped me to better grasp associations and contexts, and showed me how to perform complex tasks more successfully. I gained a comprehensive understanding of business topics, and to top it all off, I’ve also made some friends for life!»

Roger Kaspar
Head of Marketing and Sales
Europe & Africa
ABB Communication Networks
ABB Switzerland Ltd

Profile at start of programme
Work experience 4 Years
Age 29
Degree MSc ETH EEIT
Country of Origin Switzerland
Top job in Toronto – totally happy in a dream position

Perspective: From Project Architect to Director of Portfolio Development

Already during the MAS programme, it was clear to him that at some point his partner and he would like to move back to Canada where he had previously lived. Today, Andreas Sokolowski works in Toronto as a Manager for a non-profit urban development organisation that creates spaces for creativity and transforms communities. This dream job allows him to apply his knowledge with a fresh perspective – financial analysis, networked thinking, a strategic approach and constructive project management.

«In order to aid my next career step, I chose the MAS ETH MTEC programme. Prior to that, I spent five years working as an architect – but I wanted something different. My goal was to take on a managerial position that entailed more responsibility and to conquer a new professional field beyond the realm of architecture. And I succeeded – I now have an exciting management role that brings with it a constant supply of new challenges at a non-profit organisation whose goals I completely identify with. To top it all off, it is in Canada. It was a dream to come back here. I’m absolutely convinced that I wouldn’t have achieved my current position without this degree programme. The management competencies I gained there were a crucial factor in my progress. The MAS ETH MTEC has given me all the skills I need to perform my job on a day-to-day basis. Overall, the extensive training helped me make huge strides both professionally and personally. I now hold a director position with a broad range of responsibilities at an inspiring organisation that possesses an excellent reputation in Toronto. Furthermore, I enjoy a healthy work-life balance – something that is just as important to me as my professional success.»

Andreas Sokolowski
Director of Portfolio Development
Artscape, Toronto

Rising high thanks to solid expertise and a healthy dose of common sense

Perspective: From the Private Sector to Cantonal Authority

In her leisure time, Anna Doberer enjoys leading tours for the Swiss Alpine Club. The amateur mountain climber also has a few professional peaks to surmount: her job is to ensure the supply of water in the Schwyz region for the next 25 years. As a Department Head in the Cantonal Authority, she currently has more say and social influence than she had working at an SME. She receives enormous pleasure from leading her own team: conducting job interviews, drawing up financial plans, managing negotiations, setting goals and evaluating perspectives with her colleagues. The skills she acquired during the degree programme – expertise in employee management, negotiation techniques and finance – have proven to be a great asset.

«After my five-year Master’s degree at ETH Zurich, I felt extremely knowledgeable in the field of natural sciences. At the same time, I desired to perform my management role professionally instead of ‘just by common sense’, and I was keen on obtaining some business management skills. During the MAS ETH MTEC, I got to know people from all sorts of disciplines and companies, which provided me with valuable insights. It was fascinating to see how different firms function and how they are structured. I had a lot of fun with my classmates – even when we had to put our heads together to solve an occasional dry task. We learned how to respond rapidly to new situations and deal with new fields, and also how to work in teams of people thrown together quite randomly. This Master of Advanced Studies gives participants the ideal qualifications for achieving a management position in their corresponding field. Those who already have a few years of professional and/or managerial experience behind them have a clear advantage, as they will be better equipped to apply the theory in practice.»

Anna Doberer
Head of Groundwater and Residual Waste
Canton of Schwyz
The study programme introduced a fresh perspective in his professional career and helped Stefan Wengi tread the path to independence. His studies brought him into close contact with start-ups. Inspired by what he had learned, after completing his studies he founded his first company – closely followed by a second.

«I had been working in a management position for some time and wanted to complement my engineering background with a better foundation to solve management tasks. The MAS ETH MTEC offered me the opportunity to catapult myself to my next professional goal and gain a plethora of new skills and competencies. On one hand, I wanted to fully prepare myself for the next step in my professional life and open up new horizons to see what other professional opportunities were out there. On the other, I also wanted to consolidate my knowledge about business management and learn something new at the same time. I wanted to completely immerse myself in the programme, so I quit my former job. The world of start-ups really inspired me, so I took on a new management role at a start-up during the degree programme. Upon graduating, my two partners and I founded our first company. This gave me the chance to directly apply much of what I learned in the programme while taking on a broad range of responsibilities. In the meantime, I also founded another start-up and took on an external mandate as a member of a board of directors.»

Stefan Wengi
Partner & Co-Founder Acrea

In addition to its wide range of content, the programme was convenient due to its relatively flexible schedule. The international character of the course is also a great advantage. Today, I am still in contact with former fellow students from India, China, Argentina – and Switzerland! One former classmate actually works at our company.»

In addition to the programme, the MAS ETH MTEC offers the opportunity to exchange skills and knowledge with experts from other fields. Despite the varying contexts, the challenges of everyday working life were often similar. We were able to learn a lot from one another and were able to discuss possible solutions for specific issues. The MAS ETH MTEC allowed me to pursue two goals: first, to supplement my knowledge of management, and second, to create options for professional opportunities in the future. I achieved both of these goals and learned a great deal in the process, much of which I now apply both to my current role and to an executive board position which I recently took on at another company. This degree programme enabled me to take on new tasks that no longer have much to do with my undergraduate studies. It has opened up new opportunities for me.»

Johanna Häckermann
Head of Production Andermatt Biocontrol AG

Straight after successfully completing the MAS ETH MTEC programme, her employer landed a major contract. This meant massively scaling up production operations within a very short period of time. Johanna Häckermann was ready and waiting – she was immediately able to apply her newly gained skills in human resource management, change management and innovation. «With my Agronomy doctorate, I already had the expert scientific background that is important to our company. In addition to being a leader and a member of the management board, I was also entrusted with a complex multilayer portfolio of tasks which I wanted to do justice to by acquiring the relevant skills and tools from an advanced management education programme. Meanwhile, more than half of my everyday work consists of leadership activities. Unlike other management programmes, the MAS ETH MTEC does not only teach classic management skills – it also places emphasis on innovation and technology. I wanted to make full use of this. Throughout the duration of the programme, I found it extremely beneficial to exchange skills and knowledge with experts from other fields. Despite the varying contexts, the challenges of everyday working life were often similar. We were able to learn a lot from one another and were able to discuss possible solutions for specific issues. The MAS ETH MTEC allowed me to pursue two goals: first, to supplement my knowledge of management, and second, to create options for professional opportunities in the future. I achieved both of these goals and learned a great deal in the process, much of which I now apply both to my current role and to an executive board position which I recently took on at another company. This degree programme enabled me to take on new tasks that no longer have much to do with my undergraduate studies. It has opened up new opportunities for me.»

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Johanna Häckermann
Head of Production Andermatt Biocontrol AG
In the driver’s seat: taking full responsibility following a brilliant performance in the programme

**Perspective: From Software Architect to Product Manager**

He might have been studying at the time, but that didn’t stop Olivier Swedor from founding a limited liability company specialising in mobile applications. Now a Product Manager at Swisscom, he no longer resolves purely technical issues, but also deals with strategic and financial aspects of the company.

«Before starting the programme, I was working at a successful company, initially as Head of Software Development and then as Chief Software Architect for software products. However, I felt an increasing desire to complement what I had learned on the job with some proper formal training. I wanted to consolidate my knowledge of subjects that had long been of great interest to me. In order to further develop myself in this direction, and also because I wanted a bit of excitement, I chose the MAS ETH MTEC programme. It was a great privilege for me to attend fascinating lectures by internationally renowned professors at the top of their fields who are involved in education and industry. Studying at the ETH Zurich was a unique opportunity and a totally enriching experience in many respects. For me, my Master’s thesis was a particularly valuable chance to hone the application I had developed and actually test it out on users. The MAS course also enabled me to present my concept at the Mobile World Congress in Barcelona. The fact that I also won a special achievement award for my thesis on the day of my graduation came as a fantastic surprise. I really couldn’t have wished for a better conclusion to this intensive programme. As a result, my job prospects improved vastly: a higher business administration qualification, for example, was a prerequisite for my current position as Product Manager in the Enterprise Department at Swisscom. Thanks to the MAS ETH MTEC programme, I was able to meet this requirement perfectly. So when someone asks whether they should pursue this study programme, I can say: This degree programme has given me so much.»

Olivier Swedor
Product Manager
Swisscom (Switzerland) AG

Transferred, promoted, found her place – personally and professionally

**Perspective: From Mechanical Engineer to Strategy Manager**

This course of study enabled me to shift my career focus away from a purely engineering direction towards something with greater entrepreneurial emphasis and significantly broader professional prospects. The degree was a great catalyst: without the MAS ETH MTEC, I probably wouldn’t have had the chance to move into the Strategy Department or progress to the position that I hold today.

Lucy Han
Regional Sales Manager (Business Development) for Middle East & Asia Pacific
Siemens Schweiz AG

«What motivated me most in the pursuit of continuing education was to gain a Master’s degree that is recognised both in Switzerland and globally. At the same time, I wanted a programme that would offer me the opportunity to integrate myself better in Switzerland. Soon enough everything fell into place – the excellent reputation of ETH Zurich and the MAS ETH MTEC were so convincing that I just had to apply. In many respects, I have greatly benefited from the programme. During my studies I was able to broaden my horizons in the fields of management, strategy and economics. One of my best recollections is the study trip abroad, which combined outstanding lectures and interesting company visits with lots of fun and memorable moments. I really liked the international scope of the programme. With fellow students hailing from various cultures and continents, I was able to immerse myself in a truly international environment. This was deeply enriching, as everyone had different backgrounds, skills and experiences to offer. During group work, we were able to share a lot and learn from each other. Lasting friendships were born, and even today we still organise regular meet-ups.»
Perspective: From Engineer to Boss

Although many of his colleagues have higher technical qualifications than him, thanks to the solid management skills that he acquired through the MAS ETH MTEC programme, Philipp Schmid had the know-how to step into his boss’s shoes. With this new perspective, he and his team at CSEM, a Swiss RTO (Research Technology Organisation), are better equipped to excel in the high-tech world they operate in.

«After several years of experience as an R&D engineer among others at Roche, I wanted to develop professionally, so I decided to give my career fresh impetus with some business management proficiency. Until that point, my career had been very interdisciplinary in nature, which crystallised into becoming my biggest strength: communication, organisation and a mathematical understanding of financial aspects are all fields that are close to my heart. Thanks to the MAS programme, I was able to underpin this talent in a tailored way. I was immediately able to put into practice much of what I learned during the MAS ETH MTEC course of studies.

The fascinating thing about this degree programme is the range of lectures, block courses and practice-oriented seminars which you can pick and choose to assemble your own study plan based on your personal requirements. Plus, the flexible schedule gives you plenty of freedom to plan, together with my employer, I was able to coordinate and adjust my changing availability ahead of time. For example, during the semester I devoted 60% of my time to work, and up to 100% during the semester break. Thanks to the flexible nature of scheduling, I was even able to sneak in a five-week sailing trip across the Atlantic! Last but not least, the varied professional backgrounds of my fellow students gave me many newfounded insights into different fields. During my studies, I struck up many friendships, which will most certainly result in useful commercial contacts. The active alumni network aids in maintaining existing and creating new contacts. In short, all that remains to say is that this continuing education programme has allowed me to attain and succeed in my new leadership position. I am convinced that thanks to this degree, other doors will swing wide open in the future.»

Philipp A. E. Schmid
Head Robotics & Automation
CSEM SA (Centre Suisse d’Electronique et de Microtechnique)

Knows what is important to her: from Tokyo to Switzerland with a career that is right on track

Perspective: From Systems Engineer to Marketing Manager

Zahra Ariyafar wished to make more comprehensive use of her multicultural and communication skills and was keen to forge ahead in her international career path. For this reason she gave up her job in IT at Cisco Systems in Tokyo and moved to Switzerland to study management at ETH Zurich. She is now Marketing Manager at UBS for the Asian market and is committed to a holistic approach to business strategy, global marketing and project management.

«Since starting my career as an engineer, I always felt a need to switch from a purely technology-oriented environment to a field that was more strongly geared towards communication and business. I began researching various renowned MBA programmes at prestigious business schools in the USA and Europe. A friend told me about the management degree at ETH Zurich. I took a closer look and discovered a programme that matched my requirements and prospects perfectly: an internationally recognised course tailored towards developing skilled professionals with a background in technology or the sciences. In my current position as Marketing Manager in a global, multifaceted environment, it is extremely important to have a holistic perspective in business strategy, global marketing and complex project management knowledge along with solid communication skills. Thanks to the MAS programme, I have a better understanding of these topics and have developed a broader focus. Although career change can come with risk and requires a large effort, together with the experience I have amassed to date in IT Sales, combined with my multicultural experience and knowledge of Japanese, the MAS ETH MTEC was a vital component to building my career: it has opened new doors in the pursuit of my professional milestones. Looking back, I am very happy that I chose the MAS ETH MTEC programme as a self-development step to achieve higher professional goals.»

Zahra Ariyafar
Marketing Manager for Asia-Pacific Region
UBS Asset Management
Exchange Traded Funds
Global Marketing Team
In many respects, it was a great decision to pursue the MAS ETH MTEC. One of my professional goals was to move from an engineering into a management position. The programme was also very beneficial for my personal development. I really enjoyed life as a student and was happy to be at ETH Zurich. I benefited from the programme by expanding my knowledge base and broadening my career perspectives. In addition, I fostered some valuable personal contacts. An unforgettable highlight remains the study trip abroad. The crucial factor in choosing this programme was the positive feedback from the alumni who confirmed that I would be at the right place completing the MAS at ETH Zurich Department of Management, Technology, and Economics. Today, I would tell anyone who is thinking about pursuing this degree the following: Go ahead and do it! This degree course offers everyone the chance to gain sound management skills and to dive into current or newly emerging areas of research and knowledge. The study catalogue is fantastic and offers a huge selection – you're literally spoilt for choice. My tip: stay focused and be aware that the coursework in this programme is very interesting, but does involve some hard work. The MAS ETH MTEC will definitely broaden your horizons, sharpen your mind, and bring you up to speed with the current world of management.

Michel Barge
Director-Senior Project Management
Heptagon

The Bonomi family has owned and run a stone quarry and processing company in northern Italy for three generations. To be closer to his customers, and to more easily process the many orders from Switzerland, Simone Bonomi founded a Swiss subsidiary during the course of his studies. However, none of this stopped him from continuing to work at his former employer, Edy Toscano AG. Today, as CEO, he dedicates himself entirely to his own company, making excellent use of all aspects of management and organisation, from strategic planning to human resource management, financial management and marketing.

«As a construction engineer, my knowledge of finance and management was based exclusively on personal experience. During this time I was increasingly exposed to management tasks, which I wanted to handle more professionally. I opted for this programme for a variety of reasons: the outstanding reputation of ETH Zurich and its high-calibre lecturers. The fact that the lectures were conducted in English and German was also a welcome aspect for me. Today, I employ much of the content from the courses on a daily basis. At work, I often refer to things from my notes. What I learned really met my needs, including the many practical projects that I had to complete, such as my master’s thesis. This encompassed a concrete, real world assignment – namely founding my own start-up. I am immensely grateful to my previous employer, Edy Toscano AG, for all its support when I was developing my start-up, not to mention for giving me the opportunity to pursue this programme and adjust my workload in such a flexible way.

During my studies, I met people from different countries, who all had various backgrounds and diverse perspectives about the future. That was fascinating, extremely useful, and a real source of inspiration. This advanced study programme also elevated my self-confidence. Looking back, I would definitely choose the MAS ETH MTEC again.»

Simone Bonomi
CEO
Cave Bonomi GmbH

Today, he is better at setting targets and evaluating the financial aspects of a project with greater finesse. Michel Barge developed a new understanding of economics and management. He was able to hone his analytical skills and unlock new perspectives in human behaviour and team dynamics.

«In many respects, it was a great decision to pursue the MAS ETH MTEC. One of my professional goals was to move from an engineering into a management position. The programme was also very beneficial for my personal development. I really enjoyed life as a student and was happy to be at ETH Zurich. I benefited from the programme by expanding my knowledge base and broadening my career perspectives. In addition, I fostered some valuable personal contacts. An unforgettable highlight remains the study trip abroad. The crucial factor in choosing this programme was the positive feedback from the alumni who confirmed that I would be at the right place completing the MAS at ETH Zurich Department of Management, Technology, and Economics. Today, I would tell anyone who is thinking about pursuing this degree the following: Go ahead and do it! This degree course offers everyone the chance to gain sound management skills and to dive into current or newly emerging areas of research and knowledge. The study catalogue is fantastic and offers a huge selection – you’re literally spoilt for choice. My tip: stay focused and be aware that the coursework in this programme is very interesting, but does involve some hard work. The MAS ETH MTEC will definitely broaden your horizons, sharpen your mind, and bring you up to speed with the current world of management.»

Michel Barge
Director-Senior Project Management
Heptagon
Just what the doctor ordered

Perspective: From Chief Physician to Director and Head of Department

Whilst studying, he worked as Chief Physician in the Accident & Emergency Department of the University of Zurich Children’s Hospital. The shift system enabled him to work at a flexible 80% capacity. Now Daniel Garcia manages the Emergency Ward for Children and Adolescents (NZKJ) at the University Hospital of Bern where he is in charge of over 50 employees – a team comprised of doctors, nursing staff and administrative personnel. He is the face of the Emergency Ward and is also strategically involved in various hospital committees. In his current role, he is able to put his newly gained perspectives into practice on a daily basis.

“It was not only my interest in management that brought me to the MAS ETH MTEC; I also viewed it as a sound continuing education programme that would pave the way for my next career step. The excellent reputation of ETH Zurich, its proximity to my workplace and the reasonable tuition fee clinched my decision.

This degree programme did wonders for both my professional and personal development. It gave me the tools I needed to take on a new challenge working in a leadership position for a new employer. Earlier, all my professional capacity and time was spent working as a doctor – today it mostly consists of managerial work.

Looking back, I would say that the study period was extremely intensive, but with the right planning and organisation you can accomplish the programme even if you have a relatively high workload. The one-week study trip abroad was definitely one of the highlights.

If anyone is toying with the idea of completing the MAS ETH MTEC course of studies, I would recommend speaking to former graduates. This will give you a good picture of what the programme is really like and the wide range of opportunities that spring from such a highly tailorable degree programme.”

Daniel Garcia
Emergency Ward for Children and Adolescents (NZKJ)
Inselspital Bern

Profile at start of programme
Work experience: 14 Years
Age: 40
Degree: Dr. med.
Country of Origin: Switzerland

Facts & Figures MAS ETH MTEC

Nationality
- International: 46%
- Swiss: 54%

Age range in years
- 25
- 33
- 56

Range of work experience in years
- 2
- 6
- 26

24% female students

92% claim the programme had a positive impact on their professional career. 92% claim this to be a large or very large impact.**

96% would recommend the programme to their colleagues.*

Sector
- Manufacturing (incl. machinery & equipment, electronics, medtech, pharma, food and others): 36%
- Scientific & Technical Services (incl. R&D, engineering, architecture, consulting, and others): 19%
- Informatics & Communication: 16%
- Finance & Insurance: 6%
- Energy Supply: 5%
- Trade: 5%
- Others (incl. construction, transportation & storage, healthcare, and others): 6%

Academic Background: Education
- Engineering Sciences: 50%
- Natural Sciences & Mathematics: 15%
- Architecture, Civil & Geomatic Engineering: 11%
- Computer Science: 14%
- System-oriented Sciences: 7%
- Others: 6%
Programme Director
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Chair of Technology and Innovation Management
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