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EXECUTIVE EDUCATION PROGRAMS

Transform Your Leadership
Drive Sustainable Success with Lasting Impact
Powered by Swiss Excellence



STUDY on SBS Zurich Campus, Blended or Online

WHAT MAKES OUR EXECUTIVE EDUCATION UNIQUE?

Re-skill and up-skill yourself to become a transformative leader with our Executive Education programs. Designed for senior leaders, managers, and specialists seeking to enhance their strategic thinking, decision-making, and leadership capabilities, our programs provide a flexible and immersive learning experience that blends online and on-campus instruction.

WHY CHOOSE SBS EXECUTIVE EDUCATION?

✓ FUTURE-FOCUSED CURRICULUM

Stay ahead with programs designed around emerging global challenges and technologies - including Artificial Intelligence, critical thinking in the digital age, and change management.

✓ SWISS QUALITY, GLOBAL INSIGHT

Gain access to the expertise of our world-class faculty and the real-world strategies of top Swiss business leaders through company visits and live sessions.

✓ FLEXIBLE LEARNING OPTIONS

Join us on campus in Zurich-Kloten, blended or fully online. Our programs adapt to your schedule and learning style - so you can lead without pressing pause on your career.

✓ ELITE NETWORKING

Connect with high-level professionals and decision-makers from diverse industries. Exchange insights, build alliances, and fuel your leadership journey.

✓ IMMEDIATE BUSINESS IMPACT

All our programs are designed to deliver practical tools and strategies you can apply immediately to your organization.



“In the age of AI, executive education is no longer about learning more - it is about learning what truly matters. As technology accelerates decisions, executive programs help leaders sharpen judgement,

stay human, and lead with confidence where algorithms reach their limits.”

Prof. Dr. Michael Gerlich

SBS Head of Executive Education

Globally recognized researcher on the societal impact of AI & keynote speaker

Top 10 Leading Speakers to Follow in 2025 by MSN



Certificate Course

CRITICAL THINKING WITH AND WITHOUT ARTIFICIAL INTELLIGENCE

In an era dominated by artificial intelligence, critical thinking remains a vital skill for navigating complex decisions and ensuring ethical, informed outcomes.

This **2-day course**, designed for leaders, managers, and professionals working in AI-integrated environments, explores the interplay between human cognition and machine intelligence.

Participants will develop the ability to critically evaluate

AI-generated insights, balance human intuition with data-driven recommendations, and foster decision-making skills that are resilient to over-reliance on automation.

By blending theoretical insights with practical applications, the course equips participants with tools to lead confidently in a rapidly evolving digital landscape, where critical thinking is not just a necessity but a competitive advantage.

COURSE DETAILS | THE COURSE OUTLINE

Module 1: Foundations of Critical Thinking in the Digital Age

OBJECTIVE: Introduce participants to the principles of critical thinking, focusing on how technology, particularly AI, influences these processes.

- Overview of critical thinking frameworks (e.g., Socratic questioning, logical reasoning).
- The impact of AI on human cognition: augmentation versus dependency.
- Common cognitive biases in human and AI decision-making. Practical Activity: Analyze case studies where critical thinking was compromised due to over-reliance on AI or human errors.

Module 2: Evaluating Information in the Age of AI

OBJECTIVE: Equip participants with skills to assess the credibility and relevance of information generated by AI systems.

- Differentiating between data-driven insights and human intuition.
- Understanding AI-generated outputs: strengths, limitations, and biases.
- Frameworks for evaluating the reliability of AI tools in various contexts. Practical Activity: Compare human-written and AI-generated reports on a controversial topic, identifying strengths and weaknesses.



Module 3: Collaborative Decision-Making: Humans and AI

OBJECTIVE: Explore strategies for integrating AI into decision-making processes while maintaining critical oversight.

- Models for human-AI collaboration in problem-solving.
- Avoiding cognitive offloading: balancing trust and skepticism in AI outputs.
- Case studies of successful and failed collaborations between humans and AI. Practical Activity: Teams will use AI tools to analyze a business problem and present solutions, reflecting on the decision-making process and AI's role.

Module 4: Developing AI-Resilient Critical Thinking Skills

OBJECTIVE: Build participants' abilities to think critically in environments where AI is pervasive but not always reliable.

- Techniques to question AI outputs effectively (e.g., probing questions, scenario analysis).
- Ethical considerations in using AI for critical decisions.
- Fostering creativity and lateral thinking to complement AI's logical outputs. Practical Activity: Engage in a simulated decision-making scenario where AI provides conflicting or incomplete recommendations.

Module 5: Future of Critical Thinking: AI as a Partner, Not a Replacement

OBJECTIVE: Prepare participants to adapt their critical thinking approaches as AI evolves.

- Trends in AI and their implications for critical thinking skills.
- The role of education and continuous learning in developing critical thinking.
- Strategies for ensuring that AI remains a tool for enhancement rather than replacement. Practical Activity: Group discussion and presentations on a futuristic scenario, debating how critical thinking can ensure ethical and effective AI usage.

COURSE INFORMATION

Duration	2 Days
Format / Location	SBS Zurich Campus or Live-Virtual
Costs	CHF 1'950*

** The course fee includes the lectures, course materials, certificate and coffee-breaks.
Participants must arrange for their accommodation, travel and meals by themselves.*



APPLY NOW >



Certificate Course

GENERATIVE AI FOR BUSINESSES

Generative AI has become one of the most influential forces reshaping organizational decision-making, creativity, and operational design.

Businesses across all sectors now face the imperative to understand how GenAI alters value creation, supports new forms of human-machine collaboration, and affects the cognitive foundations of work itself.

This 3-day certificate course equips participants with a comprehensive understanding of generative AI technologies, their practical business applications, and the organizational capabilities required for their responsible and effective use.

Participants explore how GenAI transforms business processes, enhances innovation, and alters strategic decision-making while addressing concerns about cognitive offloading, trust, transparency, and ethical deployment.

Designed for business leaders, strategists, and managers, the course offers a rigorous yet accessible pathway to harnessing GenAI in ways that create sustainable organizational value.

COURSE DETAILS | THE COURSE OUTLINE

Module 1: Introducing Generative AI in the Business Context

This opening module provides a conceptual and strategic introduction to generative AI. Participants examine what distinguishes GenAI from earlier forms of AI, understand how large language, vision, and multimodal models operate, and explore the technological principles behind their abilities and limitations. The module establishes a business-oriented understanding of GenAI as a tool that expands organizational capacities in areas such as ideation, problem-solving, customer engagement, and automation. Through real-world cases from multiple sectors, the module illustrates how generative models reshape workflows, reduce time-to-insight, and support new forms of value creation. Participants consider the risks associated with inaccurate outputs, hallucinations, and over-reliance, thus laying the foundations for responsible and informed use throughout the course.

Module 2: Generative AI Applications Across Business Functions

This module explores how generative AI transforms core organizational functions. Participants analyze sector-specific use cases in marketing, operations, HR, product development, finance, and customer service. Examples illustrate how GenAI automates document creation, enhances customer interaction through personalized content, accelerates due diligence, enables scenario modelling, and augments creativity in design processes. The module addresses the dynamics of augmentation rather than replacement, highlighting how GenAI supports human expertise while shifting the competencies required in knowledge-intensive roles. Attention centers on the balance between efficiency gains and the risk of diminishing employee ownership of decisions when generative systems execute tasks that traditionally required cognitive effort.



Module 3: Structured Prompting and the Preservation of Critical Thinking

This module investigates how interactions with GenAI shape cognitive processes, focusing on the risk of cognitive offloading when users rely on generative systems for complex reasoning or problem-solving. Participants examine the psychology of AI-assisted decision-making, understand mechanisms such as anchoring effects and automation bias, and reflect on the organizational risks associated with uncritical dependence. Building on this understanding, the module introduces structured prompting techniques that preserve analytical depth and intellectual ownership. Participants practice frameworks that encourage idea refinement, multi-step reasoning, controlled iteration, and critical evaluation of AI outputs. The module positions structured prompting as a core managerial competence that safeguards decision quality and enhances creative and strategic thinking in AI-rich environments.

Module 4: Integrating GenAI into Business Processes and Operating Models

This module analyses how GenAI reshapes business models, operational design, and process efficiency. Participants explore how workflows shift when generative systems support forecasting, planning, knowledge management, and customer-facing operations. Particular attention is paid to designing AI-enhanced processes that remain transparent, accountable, and aligned with organizational values. The module discusses the capabilities required to integrate GenAI at scale, including agile governance models, cross-functional collaboration, and adaptive organizational structures. Participants reflect on how GenAI expands the boundaries between human and machine contributions, blurs traditional job roles, and creates new forms of organizational interdependence.

Module 5: Data Foundations and Responsible AI Use for Generative Systems

This module considers the data foundations underlying generative AI applications. Participants examine the types of data needed for fine-tuning, customization, and domain adaptation, alongside the risks associated with data privacy, intellectual property, and regulatory compliance. The discussion highlights transparency, explainability, and accountability as essential pillars for responsible GenAI integration. Participants analyze practical governance mechanisms that ensure trustworthiness, mitigate bias, and maintain alignment with sectoral regulations. The module concludes with reflections on the emerging regulatory landscape for generative AI and how organizations can prepare proactively for evolving compliance requirements.

Module 6: People, Skills, and Organizational Readiness for Generative AI Adoption

The final module focuses on human and organizational readiness. Participants consider how GenAI alters workforce structures, skill profiles, and collaboration patterns. The module investigates the leadership responsibilities associated with guiding teams through technological transition, establishing psychological safety in AI-assisted workflows, and cultivating AI literacy across all organizational levels. Special attention is given to trust calibration in human-AI collaboration and the need for cultures that combine innovation enthusiasm with informed skepticism. Participants work through organizational readiness assessments that map capabilities, identify critical gaps, and inform strategic pathways for long-term GenAI integration.

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Costs	CHF 2'450*

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Certificate Course

STORYTELLING AND PRESENTATION SKILLS

In an age where effective communication drives professional success, the ability to craft compelling stories and deliver impactful presentations has become indispensable.

This **2-day course** equips participants with advanced storytelling techniques and presentation skills to engage, inform, and inspire diverse audiences. Through practical exercises and expert insights, participants will learn

to structure narratives, integrate data seamlessly, and present with confidence and clarity.

Designed for professionals in leadership, marketing, or any role requiring persuasive communication, this program is essential for those looking to elevate their ability to connect with and influence others.

COURSE DETAILS | THE COURSE OUTLINE

Module 1: The Foundations of Storytelling in Professional Contexts

OBJECTIVE: To understand the role of storytelling in effective communication and its impact on professional settings.

Key Topics:

- The psychology of storytelling: Why stories captivate and inspire.
- Core elements of compelling stories: Characters, conflict, and resolution.
- Different storytelling frameworks (e.g., Freytag's Pyramid, Hero's Journey).

Practical Activities:

- Participants share a short story about their professional journey and receive feedback.
- Deconstructing famous corporate presentations or TED Talks for storytelling techniques.

Module 2: Crafting a Narrative for Maximum Impact

OBJECTIVE: To learn how to structure and tailor stories to specific audiences and goals.

Key Topics:

- Identifying your core message: What do you want your audience to feel, think, or do?
- Adapting stories for various audiences and cultural contexts.
- Integrating data and evidence into storytelling without losing emotional appeal.

Practical Activities:

- Participants outline a story relevant to their current professional challenges.
- Group work: Iterative refinement of story outlines using peer and instructor feedback.





Module 3: Presentation Techniques: Visual and Verbal Excellence

OBJECTIVE: To master the tools and techniques for delivering visually appealing and engaging presentations.

Key Topics:

- Designing impactful slides: Simplicity, clarity, and visual hierarchy.
- Body language, voice modulation, and managing nervousness.
- Using metaphors, analogies, and visuals to enhance storytelling.

Practical Activities:

- Participants practice delivering a short presentation, focusing on body language and vocal delivery.
- Peer critique session to identify areas of improvement and strengths.

Module 4: Interactive Storytelling and Audience Engagement

OBJECTIVE: To develop skills for interacting with audiences and adapting presentations dynamically.

Key Topics:

- Techniques for active audience engagement: Questions, polls, and humor.
- Handling difficult questions and managing challenging audience dynamics.
- Real-time adaptation: Reading the room and adjusting on the fly.

Practical Activities:

- Role-playing scenarios where participants manage audience interruptions or skepticism.
- Simulation of live storytelling and interactive Q&A sessions.

Module 5: Bringing It All Together: Final Presentation and Feedback

OBJECTIVE: To synthesize all skills learned and deliver a polished final presentation.

Key Topics:

- Rehearsal techniques for professional settings.
- Building confidence through preparation and feedback.
- Leveraging storytelling in different professional formats: Pitches, reports, and speeches.

Practical Activities:

- Participants deliver a final presentation using storytelling techniques and receive comprehensive feedback from peers and instructors.
- Group discussion on lessons learned and next steps for improving storytelling and presentation skills.

COURSE INFORMATION

Duration	2 Days
Format / Location	SBS Zurich Campus or Live-Virtual
Costs	CHF 1'950*

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Certificate Course

COMMODITIES TRADING

Commodity trading involves the trade of essential primary products such as metals, grains, oil etc. and intangibles such as interest rates, stock market indices etc. Participation in the global commodity trading business is a key mechanism used by modern organisations to accept or avoid additional risks arising due to uncertain prices of key core commodities. Given the global interconnectivity between commodity markets and capital markets, finance professionals need a sound understanding of how these markets function and the determinants of price movements and risk factors within these markets.

This course aims to critically analyze the structure and features of key commodity markets, factors which influence the prices of commodities, inherent risks associated in different commodities and the role played by key regulators in ensuring end to abusive speculation within the commodity markets.

Our 5-day **Commodity trading** course will provide you with a better understanding of commodity trading and risk management, as well as the underpinning logistical and financial flows.

COURSE DETAILS | THE COURSE OUTLINE

Module 1: OVERVIEW

- Main commodity groups
- Physical vs. Futures/derivatives trading
- Price discovery
- Principal commercial terms

Module 2: SHIPPING & LOGISTICS

- INCO terms and shipping documents
- Types of transport: short-sea, deep-sea, road, rail
- Dry Bulk Index and other freight indices
- Storage and inspection

Module 3: FINANCING

- Title documents
- Payment terms: letters of credit, open terms, telegraphic transfer (T/T)
- Insurance: cargo, marine, credit
- Risk: credit, performance, and FX





Module 4: HEDGING

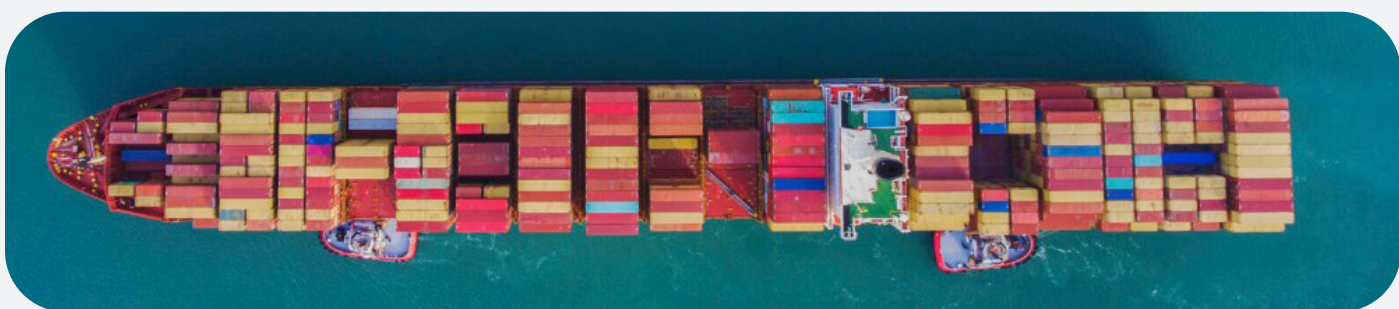
- Overview of commodity futures markets
- Futures, swap, options
- Hedging basics
- Spreads and forward prices

Module 5: INDUSTRY STRUCTURE & TRADING TACTICS

- Collection, refining, and smelting margins
- Trading vs. distribution
- Supply & demand basics
- Oil “super contangos” and other strategies

Module 6: TECHNOLOGICAL, ETHICAL AND FUTURE CONSIDERATIONS

- What role will blockchain and other technologies play in the digitization of supply chains?
- How do we make supply chains more sustainable?
- What do the various green initiatives mean for commodities?
- What does the future have in store for the commodities industry?



COURSE INFORMATION

Duration	5 Days
Format / Location	SBS Zurich Campus or Live-Virtual
Costs	CHF 4'950*

**The course fee includes the lectures, course materials, certificate and coffee-breaks.
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APPLY NOW >



Certificate Course

LEADING ORGANIZATIONS IN THE AGE OF AI

In an era where artificial intelligence is transforming organizations and redefining leadership, this course equips participants with the essential skills to navigate these challenges effectively. Over three intensive days, participants will explore key leadership competencies - such as emotional intelligence, situational leadership, employee motivation, change management, and coaching - through the lens of AI integration.

Designed for aspiring and experienced leaders alike, this certificate course is particularly valuable for those

seeking to lead diverse teams, manage technological disruptions, and foster innovation. By the end of the program, participants will gain actionable insights into leveraging both human and AI capabilities to drive organizational success in the rapidly evolving business landscape.

Our 3-day **Leading Organizations in the Age of AI** course will empower aspiring leaders to manage contemporary challenges, build and lead teams to sustainable success. Learn from the Swiss experience in a global context.

COURSE DETAILS | THE COURSE OUTLINE

Module 1: Emotional Intelligence in the Age of AI

- Introduction to Emotional Intelligence (EI) in Leadership and its evolving importance in an AI-driven environment.
- Discussion on self-awareness and self-management, focusing on how leaders can maintain their emotional resilience amid technological disruptions.
- Managing relationships and building organizational awareness in hybrid work settings augmented by AI technologies, including addressing human-AI interaction dynamics.

Module 2: Situational Leadership in an AI-Enabled Workplace

- Exploring adaptive leadership styles for managing human and AI-powered teams.
- Understanding how AI tools can enhance goal-setting and performance evaluation processes, with a focus on ethical considerations.
- Examining scenarios where situational leadership is applied in collaboration with AI-driven decision support systems.





Module 3: Motivating Employees in the AI Era

- Understanding human behavior motivators alongside AI's role in personalizing motivation strategies through data analytics.
- Designing and redesigning work to enhance employee motivation in environments augmented by AI, considering automation and job enrichment.
- Discussion on how to balance AI's efficiency with preserving human creativity and job satisfaction.

Module 4: Leading Change in AI-Driven Organizations

- Understanding different approaches to leading organizational change in the context of AI integration, including change management frameworks suited to technological shifts.
- Managing resistance to AI-driven innovations and fostering a culture of trust in AI systems.
- Leveraging AI to map and optimize social and informal networks for facilitating organizational change.

Module 5: Coaching and Mentoring in the AI Context

- Exploring principles, skills, and impacts of coaching and mentoring in the AI era, including coaching employees to work effectively alongside AI systems.
- Establishing key coaching relationships and skills for managing AI-induced skill gaps.
- Developing team dynamics, equality, and diversity in workplaces transformed by AI, with emphasis on inclusive strategies to address biases embedded in AI systems.

COURSE INFORMATION

Duration	3 Days
Format / Location	SBS Zurich Campus or Live-Virtual
Costs	CHF 4'950*

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APPLY NOW >



Certificate Course

LEADERSHIP AND CHANGE IN THE AI ERA

In times of rapidly changing business contexts and globalized work, managers depend more than ever on their subordinates to get results. Employees may thus represent both a key resource and a liability for managerial success. Tapping the full potential of employees, however, may require leadership and people management skills that stretch beyond ordinary managerial competencies.

Economic, social and organizational environments are changing faster and more unpredictably than ever and

with that, the role of leadership is evolving.

We believe that leaders will achieve results through fostering agile, flexible and innovative organizational capabilities, transforming corporate culture and empowering your leadership to inspire action.

This course aims to provide you with inspiration, hands-on tools, and knowledge that may enhance your emotional and leadership skills for managerial results.

COURSE DETAILS | THE COURSE OUTLINE

Topic 1: Emotional Intelligence

- Establishing self-awareness and self-management
- Managing relationships within an organization
- Building organizational awareness
- Developing a team culture of emotional intelligence and psychological safety
- Learning resilience

Topic 2: Situational Leadership in an AI-Enabled Workplace

- Hofstede's cultural dimensions
- How to manage informal institutions
- How diversity creates strength and innovation

Topic 3: Leading Change

- Understand different approaches to leading organizational change
- Understand how to manage resistance to change
- Understand how social and informal networks can help facilitate change
- Understand the impact of cultural differences on leadership





Topic 4: Situational Leadership

- Understand the different alternative styles of management and leadership
- Get clarity on the management mix and leadership approach
- Understand the impact of over-supervision and under-supervision
- Set the goals for the team members and align them with the goals of the organization
- Understand how to set goals and evaluate the performance
- Improve job satisfaction and the morale of the team

Topic 5: Leading Change

- Understand the key motivators of human behavior
- Acquire novel ideas on how to motivate employees beyond money
- Understand the importance of designing motivating work, as well as how to redesign work so that it is more motivating.



COURSE INFORMATION

Duration	3 Days
Format / Location	SBS Zurich Campus or Live-Virtual
Costs	CHF 2'450*

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APPLY NOW >



PROFESIONAL PROGRAM

DATA PROTECTION OFFICER

The program prepares mid- to upper-mid-level professionals to take responsibility for data security governance, organizational risk management, regulatory compliance, internal coordination, and strategic data stewardship in the age of Artificial Intelligence.

It targets participants who work with data, information systems, and digital processes, but who are not technical cybersecurity experts. The role aligns closely with the needs of governments, semi-public institutions, banks, healthcare providers, telecom companies, educational institutions, regulators, and corporate units across diverse sectors.

The SBS Swiss Business School Data Protection Officer program has a strong focus on the Swiss success and

approach to doing business. Since 1993 the World Intellectual Property Organization's (WIPO) Global Innovation Index shows Switzerland as the most innovative country in the world – 30 consecutive years. Benefit from the Swissness of the program and join us in this highly interactive experience.

Three days of the program will take place on our SBS Zurich campus. During your visit to Switzerland, you will have the chance to meet and learn from our Swiss and international faculty and industry experts. The rest of the program will be online.

- In person: 3 days (21 teaching hours)
- Online: 40 teaching hours – (4 hours per week over 10 weeks)

COURSE DETAILS | THE COURSE OUTLINE

PROGRAM STRUCTURE

Six modules over twelve weeks, combining in-person learning with virtual live sessions.

Module 1: Foundations of Data Security, Privacy, and Organizational Risk (In-person block)

This opening module establishes a shared foundation for understanding data security within organizational contexts. Participants explore core principles of confidentiality, integrity, and availability, alongside organizational vulnerabilities and real-world breach scenarios. They assess their organization's data landscape, maturity, and systemic weaknesses. The in-person format enables intensive case analysis, interactive exercises, and scenario-based discussions. This module clarifies the non-technical, governance-focused nature of the Data Protection Officer role and sets the stage for the program's strategic orientation.

Module 2: Data Governance Architectures and Organizational Controls (In-person block)

This module examines the structures and processes that underpin effective data governance. Participants analyze data governance frameworks, data inventories and mapping, classification models, retention policies, access controls, and documentation requirements. They study how roles and responsibilities must be distributed across IT, legal, compliance, HR, and operational units. The module emphasizes the distinction between data governance, data protection, and data security, providing clarity that is often lacking in practice and ensuring governance structures align with organizational realities.



Module 3: Cybersecurity Risk Management, Incident Response, and Organizational Preparedness

This module introduces participants to cybersecurity risk landscapes and organizational readiness requirements. Without focusing on technical implementation, it provides a rigorous understanding of risk assessment frameworks, threat vectors, incident response steps, and internal escalation pathways. Real-world breach cases illustrate how organizational failures, not technical deficiencies, often determine damage magnitude. Participants work through simulated incident scenarios to strengthen cross-departmental response coordination and understand supervisory responsibilities that accompany incident management.

Module 4: Cybersecurity Risk Management, Incident Response, and Organizational Preparedness

Participants examine major data protection frameworks such as the GDPR, the NIS2 Directive, Middle Eastern national data laws, and African data protection regimes. They learn to translate regulatory obligations into actionable internal processes, covering data protection impact assessments, transparency, consent management, vendor oversight, cross-border transfers, and data subject rights. Ethical principles guide decision-making in ambiguous contexts, including surveillance, employee monitoring, and the tension between security and personal autonomy.

Module 5: Human Factors in Data Security and Organizational Behavior

This module addresses the behavioral and cultural dynamics that influence data security outcomes. Participants explore human error patterns, social engineering vulnerabilities, cognitive biases, security fatigue, resistance to controls, and the rise of shadow IT. The module integrates insights from behavioral sciences to show how psychological mechanisms affect data handling and decision-making. Participants develop communication, awareness, and training strategies that strengthen organizational security culture beyond basic compliance messaging, ensuring security becomes an embedded organizational practice.

Module 6: Strategic Data Protection Leadership, Communication, and Long-Term Resilience

The final module positions the Data Protection Officer as an internal leader responsible for aligning data security with organizational strategy. Participants examine long-term capability building, cross-functional coordination, internal reporting structures, and communication with senior management. They apply strategic foresight methods to understand emerging digital risks, geopolitical data concerns, and sector-specific challenges. This module prepares graduates to guide their organizations in building sustainable, resilient data governance ecosystems.

COURSE INFORMATION

Duration	3 months
Format / Location	Blended: Online & On-Campus (SBS Zurich Campus)
Costs	CHF 8'500*

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APPLY NOW >



PROFESIONAL PROGRAM

AI GOVERNANCE AND STRATEGY OFFICER

The program prepares mid- to upper-mid-level professionals to take responsibility for AI governance, organizational readiness, ethical risk oversight, internal coordination, and strategic alignment of AI initiatives. It targets participants who work with AI, not in technical AI development. The role matches the needs of governments, semi-public institutions, banks, telecom providers, educational institutions, regulators, and corporate units.

The SBS Swiss Business School AI Governance and Strategy Officer program has a strong focus on the Swiss success and approach to doing business. Since 1993 the World Intellectual Property Organization's (WIPO) Global Innovation Index shows Switzerland as the most

innovative country in the world – 30 consecutive years. Benefit from the Swissness of the program and join us in this highly interactive experience.

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- In person: 3 days (21 teaching hours)
- Online: 40 teaching hours – (4 hours per week over 10 weeks)

COURSE DETAILS | THE COURSE OUTLINE

PROGRAM STRUCTURE

Six modules over twelve weeks, combining in-person learning with virtual live sessions.

Module 1: Strategic Foundations of Artificial Intelligence and Organizational Readiness (In-person block)

This opening module establishes a shared strategic and conceptual base, framed around why AI requires governance, not just innovation enthusiasm. Participants examine AI's organizational impact, value creation pathways, risk categories, and capability requirements. The in-person format allows deep case-based learning, scenario analyses, and interactive exercises. Participants assess their organization's AI maturity and readiness across governance, skills, processes, human factors, and oversight. This module anchors the strategic logic of the program while clarifying the non-technical nature of the AI Governance and Strategy Officer role.

Module 2: Human Cognition, Behavior, and the Psychology of AI Adoption (In-person block)

This module addresses the behavioral risks that arise from AI introduction. Participants analyze cognitive offloading, overreliance, anchoring, automation bias, and identity-related resistance. They explore employee anxieties, change dynamics, and social mechanisms that determine whether AI strengthens or undermines organizational performance. This component is a unique differentiator of the SBS program. It enables participants to understand the human factors that classical governance frameworks underplay but which often determine whether AI initiatives succeed or fail.



Module 3: Governance Architectures, Risk Controls, and AI Assurance in Practice

This module introduces the operational structures that form the foundation of AI governance. It teaches participants how to design AI governance frameworks, create AI registers, define risk classification systems, set up model documentation and audit trails, and conduct AI impact assessments. Participants learn the governance lifecycle from problem definition to deployment oversight and monitoring. The module distinguishes clearly between the responsibilities of technical teams and governance teams and gives actionable templates for assurance processes, escalation pathways, and compliance mechanisms.

Module 4: Responsible AI, Regulation, and Ethical Decision-Making for Organizations

This module contextualizes AI governance within ethical and regulatory architectures. Participants study global trends in AI regulation, with emphasis on the EU AI Act, GCC emerging frameworks, African Union data policies, and sector-specific guidelines (financial services, healthcare, education). They learn to translate legal requirements into actionable organizational processes, such as documentation obligations, human oversight requirements, transparency duties, and risk mitigation strategies. Ethical reasoning frameworks support participants in navigating dilemmas around fairness, explainability, discrimination, surveillance, and autonomy.

Module 5: AI-Driven Transformation, Capability Building, and Strategic Alignment

This module links governance to transformation. Participants examine how AI alters organizational structures, workflows, communication, and leadership responsibilities. They learn how to build internal capability portfolios, align AI initiatives with strategic objectives, and avoid the efficiency-mediocrity trap. The module covers cultural readiness, skill development, communication architectures, and responsible experimentation. Participants analyze real-world transformation cases and identify mechanisms for sustaining human judgment and organizational integrity as AI becomes embedded across functions.

Module 6: Global Trends, Societal Implications, and Strategic Foresight for AI Leaders

The final module positions the AI Governance and Strategy Officer within broader societal and global realities. Participants explore long-term labor-market shifts, skill transformations, dual-use dilemmas, geopolitical AI trajectories, and digital inequality, particularly in African and Middle Eastern contexts. They learn to apply foresight methods to anticipate societal risks, regulatory evolutions, and strategic disruptions. This module prepares graduates to advise their organizations not only operationally but also in long-horizon planning.

COURSE INFORMATION

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Format / Location	Blended: Online & On-Campus (SBS Zurich Campus)
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EXCELLENCE IN HIGHER EDUCATION



ZURICH HAS BEEN CONSISTENTLY
RANKED AS ONE OF **THE TOP CITIES** FOR
QUALITY OF LIFE AND AMONG THE BEST
STUDENT CITIES **WORLDWIDE**

Prof. Dr. Michael Gerlich

Head of Executive Education

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