

CHEL TENHAM UK	3 WEEKS
HANG ZHOU / SHANGHAI CN	1 WEEK
LIECHTENSTEIN FL	6 MONTHS
ST PETERSBURG RU	1 WEEK
VORARLBERG A	6 MONTHS

MAS/MBA “International Management Programme”  
globally oriented work/study programme



**International  
Management**



University of Liechtenstein



University of Gloucestershire  
Business School



Schloss Hofen  
Vorarlberg University  
of Applied Sciences



St. Petersburg State University,  
Faculty of Economics



Zhejiang University,  
Hangzhou/Shanghai

## Welcome of the Academic Directors

Companies in our region are increasingly operating in international market places in which competition has noticeably intensified. Executive leaders who are qualified to meet these demands and changes are becoming a decisive factor for successful competitive performance. Therefore over ten years ago the University of Liechtenstein (Universität Liechtenstein) and the Vorarlberg University of Applied Sciences (Fachhochschule Vorarlberg) have jointly designed a MAS/MBA programme of “International Management” studies for training and further education of senior staff.

The MAS/MBA “International Management” work/study programme is globally oriented with a partnership between the University of Liechtenstein, Schloss Hofen and Vorarlberg’s University of Applied Sciences. The study programme will be carried out in close co-operation with the Gloucestershire Business School (Cheltenham, UK), the St. Petersburg State University, Faculty of Economics (Russia), and the Zhejiang University (Hangzhou/Shanghai, China). This powerful partnership provides an excellent global learning experience by having lectures, business visits and speeches in five different countries.

The programme encourages specific knowledge, experiences and behaviour for international working managers and their enterprises, delivers cross cultural knowledge and offers top managers excellent international perspectives for the future. The programme and its world class lecturers provide the participants the necessary tools for business challenges.

Stimulating lectures, team work and the exchange of experience are constituents of the MAS/MBA “International Management” programme. A strategic analysis and the construction of a business plan are additional benefits for the students and their organisations.

The Forum of Excellence, business visits, and cultural events encourage cultural awareness as well as very important and useful networking. After the completion of the programme, the students will join a network of alumni of the programme working in diverse companies and institutions around the world.

We welcome you to discover how the MAS/MBA “International Management” programme can foster your career. The participation in this well-established programme is a serious investment in your knowledge to successfully master the challenges in the future. Apply now and discover like so many participants have done before that this programme will exceed your expectations.



**Stefan Güldenber, Prof. Dr.**  
Chair in International Management  
Head of the Institute of Entrepreneurship  
University of Liechtenstein



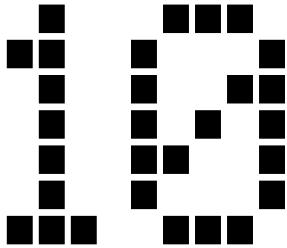
**Wilfried Manhart, Prof. (FH), MBA**  
Professor Strategy, Marketing-, Sales-  
& Service-Management  
Vorarlberg University of Applied Sciences

INVEST IN YOUR KNOWLEDGE  
MASTER YOUR FUTURE  
BETTER YOUR LIFE  
APPLY NOW!

[www.mba-im.org](http://www.mba-im.org)

## Contents

3	Welcome of the Academic Directors
6	10 Excellent Reasons for Choosing MAS/MBA International Management
8	Philosophy
9	Target Audience and Participants
9	Degree (MAS and MBA)
10	Your Hosts
12	Our International Partners
14	Curriculum European Credit Transfer System (90 ECTS) Course Map Module Structure Grades and Assignments MAS-part: Course Programme – an overview
16	Forum of Excellence
17	Our Lecturers, Guest Speakers and Top Managers
18	MBA – Part in Cheltenham
20	The extended courses – study abroad in St. Petersburg (Russia) in Cheltenham (UK) in Hangzhou/Shanghai (China)
22	General Information
24	Contact
24	Your global locations



## Excellent Reasons for Choosing MAS/MBA International Management

- 1. ONE CLASS, ONE EXPERIENCE:** The whole MAS/MBA "International Management" programme is taught in one class in comparison to other programmes where students are often merged with other classes in different modules. One class enables the establishment of one strong learning community, trust and fruitful knowledge exchange. This structure of the MAS/MBA "International Management" programme also encourages long-lasting business contacts and friendships.
- 2. TWO DEGREES, DOUBLE VALUE:** Participants of the MAS/MBA "International Management" programme will receive two titles: An MAS (Master of Advanced Studies) in International Management from the University of Liechtenstein and an MBA (Master of Business Administration) from the University of Gloucestershire, Cheltenham/UK.
- 3. THREE DAYS OF LEARNING:** During the first term, learning is organised around three days (Thursday Afternoon – Saturday) every two to three weeks. The participants will have the opportunity of working on problems and strategies in different areas for meeting future challenges and practical examples of doing business today. Coaching and feedback from the lecturers are an immediate additional benefit for the students and their enterprises.
- 4. FOUR SEMESTERS FOR LEARNING AND PRACTICE:** After the successful completion of the first term, the MAS/MBA "International Management" programme is organised in four terms of intensive course studies abroad (3 weeks MAS + 2 weeks MBA). This modular and flexible structure of the programme allows the students to participate in the MAS/MBA "International Management" programme while following their individual professional careers.
- 5. FIVE COUNTRIES, ONE LANGUAGE:** Students have the opportunity of assembling national and international meshes because of the advantage of studying in five countries. Experience of global cultural awareness is an integral part of the programme. English is obligatory. This enables participants to strengthen language skills and gives support of study in oral and written business English.
- 6. SIX SIGMA:** World class lecturers ensure the continuous improvement of contemporary content, a synthesis of theoretical foundations and practical applications and state of the art teaching and learning techniques.
- 7. SEVEN COMPETENCIES FOR SUCCESS:** The use of core competencies in research and teaching from the different universities covers the multifaceted demand and requirements of participants from different industries. The integrated and interdisciplinary character of the programme enhances analytical, communicative, cultural, leading, social, strategic and technical competencies of the participants. Moreover, students benefit from the state-of-the-art technology-based learning methods. Numerous company visits give the participants the unique opportunity to gain inside information on their management strategies.

8. **NETWORKING AFTER EIGHT:** Forums of Excellence and further cultural events will provide excellent opportunities to learn more from other people's experience in an informal and dialogue-based setting.
9. **NINE BASIC MODULES:** The participants will gain in-depth knowledge of business theory and practice in nine essential areas during the first term. This knowledge-base sets the foundation for the studies abroad where this existing knowledge will be deepened and complementary areas of business theory will be added.
10. **OVER 10 YEARS OF EXPERIENCE:** This successful programme is twelve years old and has been copied many times in Austria and Switzerland during its existence. Why study a copy when you can have the original experience? Continuity in the team of lectures and partner institutions ensures a high quality standard. The participants will have full access to the well-established network of the international academic partners, the business partners, and more than 100 alumni. Something you can count on!



## Philosophy

### of Learning and Educational Objectives

The English-speaking programme is module based and is divided into two parts. It is comprised of a MAS and a MBA programme. The whole MAS programme lasts about 16 months. The basic study module and the other parts of the course are carried out in a blocked format.

The course is designed as an "Executive Programme" specifically for managers and entrepreneurs. The programme is designed to deliver the specific knowledge, experience and skills needed for managing businesses on a global scale.

Modern information and communication technology for teaching and learning purposes is used (i. e. Internet on-line discussion, business simulations and video-conferences) and simultaneously enhances the methodological competence of the participants in this area.

The teaching for the basic study takes place either at the University of Liechtenstein, Vaduz or at the Vorarlberg University of Applied Sciences, Dornbirn, and also Schloss Hofen, Lochau. The module is normally taught from Thursday afternoon through to Saturday afternoon, with a module being completed every two to three weeks.

The extended courses are organised and provided by the partner universities (St. Petersburg, 1 week/Cheltenham, 1 week and 2 weeks MBA-part in addition/ Hangzhou/Shanghai, 1 week).



## Target Audience and Participants

This course is designed for:

- > Graduates from universities with at least 3 years practical experience
- > Graduates of higher education with at least 3 years relevant professional experience in middle or senior management
- > Practitioners with at least five years of relevant professional experience in middle and higher management positions and entrepreneurs

An ability to understand English and express oneself confidently in the English language as well as basic commercial knowledge are preconditions for joining the course. Precourses for basics in Marketing and/or Finance & Accounting will be organised for those students who have to meet requirements if needed. A maximum of 25 to 30 students will be accepted.

## Degree (MAS and MBA)

Participants receive a certificate from the respective university for each part of the course which is successfully completed. Graduates who have successfully completed the first part of the course and the MAS – Thesis will receive an MAS (Master of Advanced Studies) in International Management from the University of Liechtenstein. The MAS replaces the former Post Diploma Degree Title (NDS). The MBA-course requires that further modules have to be covered and the preparation of an MBA-Thesis is mandatory. Successful participants of the second part of the course will receive the academic degree of “Master of Business Administration (MBA)” as conferred by the partner University of Gloucestershire Business School.



**Jon Staudacher, MBA**  
Business Development  
Manager, Hilti  
Corporation, Schaan,  
Liechtenstein

“Joining the MAS/MBA ‘International Management’ programme enabled me to broaden my theoretical skills in various business related areas, and to improve my management competencies. The international management courses are an optimal addition to my many years of professional experience with different multinational companies. I also enjoyed meeting my colleagues and benefiting from their opinions while working on case studies and business simulations. I am convinced that doing the MAS/MBA ‘International Management’ positively affects the way I perform my work and will help me to accelerate my career.”

### ▼ Graduation Ceremony; University of Gloucestershire (UK)



**Hartwig Hämmerle**  
**Betr. Oec., MBA**  
CEO Superespresso AG,  
Mauren, Liechtenstein



"Scientific and academic thinking is exhausting for a practitioner like me, but I realised the advantages very quickly. Thinking in models helps us to build structured concepts. During the MAS/MBA 'International Management' study I had the opportunity to combine the obligatory assignments with necessary topics for my enterprise. Therefore it was possible for me to implement the theoretical background in my practical work. Thinking in international dimensions enabled me to formulate the business plan for my enterprise."

## Your Hosts

The MAS/MBA "International Management" programme is the product of a powerful partnership of different Universities:

**University of Liechtenstein**  
Vaduz, Liechtenstein

The University of Liechtenstein is an internationally recognised university, top-rated owing to its cultivation of the close connection between study and practice. The University of Liechtenstein is an established provider of continuing and higher education in the 4-country German-speaking area (Austria, Germany, Liechtenstein and Switzerland). Industrial and telecommunications companies, banks and insurance groups operating all over the world have set up their headquarters in Liechtenstein. Their business activities are predominantly organised on an international scale. Liechtenstein counts as one of the most important international economic and financial areas. The Alpenrheintal is an entrepreneurship valley that reflects this through its high density of very successful companies who are part of the world-wide market leaders in their industry. The University of Liechtenstein is in the middle of this educational and financial area. For the last 50 years, executives have educated themselves at the University of Liechtenstein for regional and international business. The specialised directions are in the areas of architecture and economics with a focus on entrepreneurship, financial services and information management. The University of Liechtenstein offers a broad range of programmes and events and carries out research as well. The University of Liechtenstein has worldwide relationships with over 70 universities.

▼ University of Liechtenstein, Vaduz (FL)



### **Vorarlberg University of Applied Sciences**

Dornbirn, Austria

The Vorarlberg University of Applied Sciences is a distinct provider of high quality local and internationally oriented higher education in the areas of technical, social, creative and business sciences. Based on five centers for specialized R&D as well as almost hundred partnerships worldwide, its certified Bachelor and Master programs provide academically trained and skilled experts to a diverse entrepreneurial and export-oriented base of industries in the region of Lake Constance, ranging from mechanical and electrical engineering, textiles and food to high-tech companies in microelectronics, telecommunication and energy. With a significant share of its students enrolled in part-time programs Vorarlberg University of Applied Sciences has accumulated special expertise within 15 years of its existence in blending academic learning and “best practices” industry knowledge.

### **Schloss Hofen – Center for continuing education**

Lochau, Austria

Schloss Hofen was constructed in the 17th century on the shores of Lake Constance. Since 1981 Schloss Hofen has been Vorarlberg’s center for education and science and has been offering specialised training to companies. In addition Schloss Hofen offers to organise trainings to employees of enterprises in a relaxed atmosphere with a distinguished infrastructure.

In the first semester the introduction, orientation-courses and the basic courses (9 modules) take place in Liechtenstein and Austria. The basic course ensures that basic knowledge is instilled, and consists of 9 modules with approximately 200 units, and an additional self-study equivalent to about 22 lectures per module.

▼ Vorarlberg University of Applied Sciences, Dornbirn (A)



▼ Schloss Hofen, Lochau (A)



## Our International Partners

### **Bruno Winkler**

Alumni MAS Programme  
VP-Bank, Vaduz,  
Liechtenstein



"The extended course in St. Petersburg was a great experience which helps a lot to develop and adjust perspectives on doing business with or in Russia. New impressions and a lot of information coming close from the real sources transferred by interesting lectures are the benefits I took with me."

In the second and third semester the extended courses take place in St. Petersburg (RU), Cheltenham (UK) and Hangzhou/Shanghai (CN). The extended courses are for the duration of one week and consist of lecturers, business and company visits and speeches from politicians and managers.

### United Kingdom

#### **University of Gloucestershire Business School**

(November 2012 – 1 week/after September 2013, 2 weeks)

The University of Gloucestershire Business School is an established Business School in the booming economic region bordered by London-Birmingham-Bristol. With origins dating back to 1834, it is a major school with approximately 2400 students and over 90 academic staff members today. The University finds itself positioned 8th out of 160 higher education institutions in terms of graduate employability with almost 97 percent of graduates finding employment following their studies. The University was also ranked as No. 1 in the Green People and Planet League of Universities and was awarded a Green Gown for Continuous Improvement. The Business School is based at The Park on 24 acres of parkland that used to be a Victorian pleasure garden and has been described as one of the most beautiful college sites in the country. Beautiful green surroundings, wonderful trees and a lake create a relaxed community feel on the campus. The buildings add to the unique atmosphere with its combination of contemporary and traditional – historic villas, award-winning modern architecture and cutting edge computer labs. The County of Gloucestershire is a very historic county as well as a modern service area concentrating on trade, banking and insurance services.

▼ Churchyard and cottage, Gloucestershire (UK)



▼ University of Gloucestershire Business School, Cheltenham (UK)



Russia

**St. Petersburg State University, Faculty of Economics**  
(September 2012 – 1 week)

The St. Petersburg State University, Faculty of Economics is one of the leading educational centres in Russia playing an important role in the development of regional economy and society. Since 1990 the university occupies the first place in the official ranking of Russian higher economic educational establishments (ranking of the Russian Ministry of Education). The Faculty is also well known as a think tank, providing a wide variety of research projects and consultancies. The Faculty operates as an integral part of the oldest Russian university. The only two Russian Nobel prize winners in Economics have been associated with the Faculty. The Faculty actively collaborates with world-known universities and international research centres. The educational programmes satisfy the requirements of Russian and international employees. The alumni take prominent positions in various fields both in Russia and abroad. St. Petersburg with its long and famous history is now Russia's major trade gateway, financial and industrial centre and home of the largest Russian companies.



▲ St. Petersburg State University (RU)

China

**Zhejiang University**  
(January 2013 – 1 week)

The Zhejiang University is located in the coastal city Hangzhou, the capital of Zhejiang Province, the center of politics, economy, science, education, and culture of the province. Hangzhou is a key national tourism city, historical city and vice provincial level city as confirmed by the State Council. Hangzhou is renowned as "Paradise on Earth", "Cultural State", "Home of Silk", "Tea Capital", "Town of Fish and Rice" and lies 180 km away from Shanghai, a metropolitan city in the southeast of China. Zhejiang University is a comprehensive national university. Founded in 1897, Zhejiang University was initially known as "Qiushi Shuyuan" (Qiushi Academy), one of the earliest modern academies of higher learning established in China. Endowed with a pleasant climate, picturesque surroundings and a favorable academic atmosphere, Zhejiang University is an ideal place for teaching, research, and learning on five campuses. In 2010, according to University Ranking by Academic Performance (URAP) Zhejiang University is the best University in China.



▲ Zhejiang University, Hangzhou/Shanghai (CN)

## Curriculum

(Flexible and Two-Tier structure)

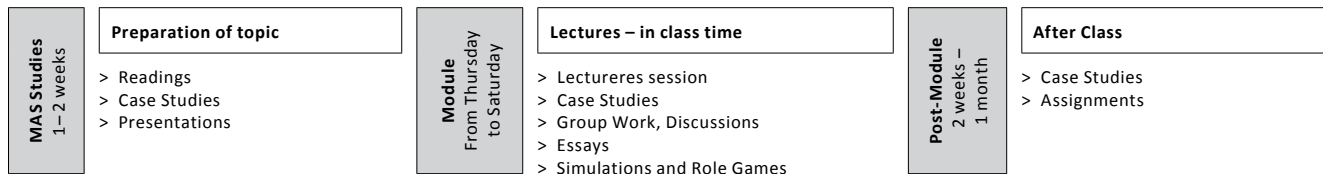
### European Credit Transfer System (90 ECTS)

The entire course comprises five semesters and is constructed using the rules of the European Credit Transfer and Accumulation System (ECTS). In total 90 ECTS credit points shall be awarded for the MAS/MBA programme.

### Course Map



### Module Structure



### Grades and Assignments

At the end of each module students will have to write an assignment according to the arrangement with the lecturer.

As part of the assignment (min. 4,000 max. 5,000 words) a practical case study (for example, a management report) will be elaborated and submitted, and assessed by experts. The subject will refer to an element of an international business plan. You will receive a grade for each module.

### MAS-part: Course Programme – an overview

The basic course ensures that basic knowledge is instilled. It consists of 9 modules with approximately 200 lectures, and an additional self-study equivalent to about 22 lectures per module. The courses are comprised of lectures with seminar-character. The methodologies of the courses are theoretical inputs, individual-, and group work, case studies, guided discussions and role plays, presentations, sharing experiences, self reflecting and evaluation, videos, simulation games and forums of excellence. At the end of the modules the students have to compose a strategic analysis based on a case study, or an assignment or essay. In addition, learning results are revised and coached by lecturers during the lectures time by setting tasks and giving feedback.

## The Basic Course – 9 modules

### Module 1 | Strategic and Operations Management

The aim of this module is to give the students an overview about international management strategies, environmental analysis, generic strategies, portfolio analysis, stockholder analysis, value chain analysis and case studies. Further, students get an introduction into the foundations of the philosophy of science and academic writing. Course contents are an assessment of opportunities and threats in global business environments, philosophy of science, academic writing, contextual overview, international trade theories and characteristics of international acting managers.

### Module 2 | International Management

Concepts, motives, SWOT analysis, implications of external environment on core corporate strategies and an international business plan are special topics of this module. After having completed this module the participants are able to understand concepts, assumptions and perspectives of international trade, identify motives for going international, perform a cross-functional SWOT analysis, assess the implications of the external environmental factors on core strategies and understand the components of an international business and marketing plan.

### Module 3 | International Marketing

Market selection, entry options and customer behaviour are key topics. Concepts and theory are learned through an integrated blend of lectures and a market entry simulation. After having completed this module the participants are able to think critically about global competition, including the problems and perspectives of marketing across national boundaries, analytically prepare marketing decisions facing all firms and can use master tools and practices for structuring and controlling marketing programmes on a global basis.

### Module 4 | Cultural Aspects

Cultural aspects of communicating, both internally and externally: This course module deals with the introduction to cross-cultural management, management systems, fundamental cultural concepts, general tips for cross-cultural communications, cross-cultural negotiations, and intercultural organisational learning. This module will help the participants to strengthen the ability to understand, predict and to handle a variety of situations that occur when acting as a manager in a multicultural context.

### Module 5 | Leadership and Management

This module is designed to be able to critically reflect on individual approaches to management and leadership, to understand which conditions forced specific trends in management and to be able to evaluate them from a current perspective. Course contents of this module are how organisations are conceptually designed/understood (mechanistic thinking, human relations movement, systems thinking, etc.). The students will gain knowledge of different concepts of change, the meaning of management in the light of different times, leadership – its meaning and how leadership can evolve in (modern) organisations and different leadership styles.

### Module 6 | Business Process Management

Course contents are development of process competence, from business process redesign to continuous improvement process, process models and experiences in practice, strategic process management, procedures for development of a process, strategic positioning, identification of core processes, definition of process strategies, operative process management, process analysis and process (re-)design identification of potential for improvement, controlling of implementation performance/process & project controlling, working with KPIs and Balance Score card.

### Module 7 | Supply Chain Management

This module deals with logistics, supply chain management and strategies, modern supply models, collaboration in supply chain, e-supply chain applications, strategic sourcing, outsourcing, network management, vendor managed inventory and SME idiosyncrasies. The module entails an integrative cross-functional case study with team teaching.

### Module 8 | Human Resources Management

Course contents are the definition and nature of International Human Resource Management (IHRM); approaches to IHRM; structuring the organisation for IHRM, the role of culture in IHRM, international recruitment and selection of staff, managing employee performance in an international context, employee training and development in an international context, managing the careers of international managers and reward strategies in an international context.

### Module 9 | Finance & Accounting

Course contents are models of organisations, introduction into process management, project management vs. process management, IT as driver and enabler for process change, changing international processes, benchmarking processes, continuous improvement and business process reengineering, and change management.

**Robert Küng MBA**  
CEO Inhaus Handels  
GmbH, Hohenems,  
Austria



"One of the Highlights of the MAS/MBA 'International Management' programme is the chance to exchange experiences and the ability to network with competent, active international students and colleagues with practical experience from different enterprises, industries and countries. In combination with my practical experience, the theoretical backgrounds from the lectures were very important for me. Especially the high quality of the lecturers and the offered theoretical information in topics such as strategy and finance was very impressive. The positive impression of the programme was enforced by showing us the difference between the Anglo-Saxon, the European, and the Asian way of doing business and it was also a benefit to my enterprise."

## Forum of Excellence

the practical component

At the end of each module a "Forum of Excellence" is organised. These forums serve to bring the participants in contact with representatives from various sectors (for example politicians, chambers of commerce, companies) and to exchange experience with them. The intention here is to create an added communicative value for the participants as well as a networking opportunity besides the classroom. The informal setting will foster dialogue and reflective learning. It will give further time to the participants in deepening their understanding of knowledge and tools which they have acquired throughout the day. Forums of Excellence will therefore enable participants to transform applied theory into action.

▼ Drum session



▼ Company visit



## Our Lecturers, Guest Speakers and Top Managers

convey top quality



### **Steve Alisharan, Prof.**

Steve Alisharan has been teaching at the graduate and undergraduate level in the Faculty of Commerce at University of British Columbia UBC since 1981. During that time he has won numerous teaching awards. For the last seven years Steve Alisharan has been a member and Chair of the integrated MBA core programme. Steve also teaches extensively in the Business School's Centre for Management Development and served as the Director of the Centre for one year.



### **Tina Ambos, Prof. Dr.**

Tina Ambos is full professor and chair of the Department of International Management at Johannes Kepler University Linz (JKU). Before that she held positions at Vienna University of Economics and Business (WU Vienna), the University of Edinburgh and London Business School. Tina Ambos' research and teaching interests include knowledge management, innovation and strategic management of the multinational corporation. During her career she has worked with several multinational corporations as well as entrepreneurial technology firms on case studies, research and consulting projects. For her academic work, she received several awards and scholarships, such as the Maria-Schaumayer-Habilitationsstipendium.



### **Stefan Güldenber, Prof. Dr.**

Stefan Güldenber is the Chair in International Management and Head of the Institute of Entrepreneurship at the University of Liechtenstein, Vaduz. Before that he has studied and worked at the Vienna University of Economics and Business, the Kennedy School of Government, Harvard University, the Sloan School of Management, MIT and the University of Ulm. Stefan Gueldenber has also worked together with many international companies like Audi, Boeing, Daimler, OMV, Philips, Porsche, Telekom Austria, Unilever and has won the prestigious "CEO of the future" award by McKinsey & Company and the Manager Magazin.



### **Wilfried Manhart, Prof. (FH), MBA**

Wilfried Manhart has 15 years of international management experience and teaches Strategy, Marketing, Sales- and Service Management at University of Applied Sciences in Vorarlberg, where he is also responsible for the coordination of the Master Program International Marketing & Sales. Additionally, he consults B2B companies in matters of customer intimacy and internationalisation.



### **Sean Meehan, Prof. PhD**

Sean Meehan is the Martin Hilti Professor of Marketing and Change Management at IMD, Lausanne, Switzerland. His teaching encompasses marketing and corporate strategy. He has designed and/or delivered management development programmes for companies such as PricewaterhouseCoopers Corporate Finance, COSA, Hilti AG, Swiss Re and Toyota.

## MBA – Part in Cheltenham

### an overview

The MBA-course requires that further modules have to be covered and the preparation of an MBA-Thesis is mandatory. The associate University concerned will define the specifications in each particular case. Successful participants will receive the academic degree of Master of Business Administration (MBA) as conferred by the partner university concerned.

The MBA-course at the University of Gloucestershire Business School is organised as a flexible part-time study (Two one-week-trips; moduls of instruction and self-study plus production of the MBA-Thesis) and lasts about 12 months (part-time).

The actual tuition fee for the course at the University of Gloucestershire Business School are GBP 2.750. Course documentation and examination fees are included in this amount. Costs of travel and accommodation must be payed in addition and settled directly.

Next start of the MBA-part is September 2013 at the University of Gloucestershire Business School, Cheltenham (UK).

### ▼ Racecourse, Cheltenham (UK)

#### Keyfacts Cheltenham

##### Location

University of Cheltenham,  
Gloucestershire, the park

##### Time and Duration

4th and 5th semester  
(2 weeks in Cheltenham)

##### Tuition fee

GBP 2.750



## Modules MBA-part in Cheltenham – an overview

### Extended Course

#### Module Operations Management

This module focuses on the key issues of operations management from a strategic and practical perspective.

#### Module Accounting

Examines the various ways in which accounting is used within businesses to support their management through techniques of cost analysis and budgetary control.

#### Module Principles of Management

Identifies and analyses the fundamental principles of management in the 21st century, for both managerially experienced and inexperienced, students.

#### Module Business Information Management

Studies the preparation of conventional financial reports and examines how these provide a basis for analysing and evaluating the performance and position of a company.

#### Module Global Organisational Environment

Analyses the interface between the organisation and its global macro-environment.

#### Module Global Business Strategy

Examines the study of strategic management at both the business level as well as the corporate level and in different organisational contexts.

#### Module Strategic Marketing

Introduces marketing as a fundamental business process, which seeks to develop sustainable competitive advantage through the creation and delivery of superior customer value.

#### Module Leadership, Development and Change

Provides an understanding of leadership at all levels of an organisation within an international context and develops an understanding of how this can contribute to an organisation's effectiveness.

#### Module Finance

Examines the company relationship with investors and capital markets, including a review of 'socially responsible' investors as a specific subset.

#### Module Strategic Human Resource Management

The module uses problem based learning to explore the multi-dimensional nature of the integration of personnel management with strategy popularised by the term SHRM.

### MBA Thesis



**Jocelyne Flemming,  
Prof. MBA**  
Academic Director,  
University of  
Gloucestershire (UK)

“Your benefits of participating in the MBA in Cheltenham:

- > Focus on professional development and reflection.
- > Internationalisation and change are seen as central topics throughout.
- > Small cohorts ensure participation and individual treatment.”

## The extended courses – study abroad our programme highlights

**Yulia Petrova**  
Postgraduate student,  
St. Petersburg State  
University (RU)



"I had a great workshop with the students from the University of Liechtenstein and Vorarlberg's University of Applied Sciences in September during their visit to St. Petersburg State University. We had a task to make a presentation of some product which we would like to introduce to Russian market. All students had very good results and they used the knowledge they gained from the lessons in Economic Faculty. I had a great time working with all the students."

The extended study (amounting to about 180 lectures and additional self-study) takes place at the partner universities in St. Petersburg, Cheltenham and Hangzhou/Shanghai. Basic knowledge is consolidated and applied in terms of case studies, personal contacts and company visits. The idiosyncratic market conditions in Great Britain, Eastern Europe and Asia are experienced. The study visits provide an opportunity to become familiar with aspects of different cultures, as well as learning about the different ways in which companies do business. The study visits are completed by assessed assignments respectively.

### Extended Course in St. Petersburg (Russia)

During the stay in St. Petersburg students have the opportunity to interact with lecturers, students, business people and external speakers to gain new insights from the Russian culture which enables the students to contact the Russian business culture more easily.

Highlight of the programme at St. Petersburg State University is the workshop with the Russian students.

▼ "Venice of the North" (RU)



▼ The Eremitage in St. Petersburg (RU)



## Extended Course in Cheltenham (UK)

The extended course in Cheltenham is an academically based programme in which the students have lectures, business visits and as the highlight, working on a simulation game that gives them task oriented duties which is an effective tool to develop real life management skills.

Supervisor of the Simulation Game is Derek Jones. Derek Jones is an International Consultant specialising in strategic analysis of the market and evaluation of opportunities for profitable growth.

The week at the University of Gloucestershire prepares the students for the challenge of the MBA-part that follows the MAS-part of the programme.



**Derek Jones**  
International Consultant,  
University of  
Gloucestershire (UK)

“The MAS/MBA International Management students are exposed to a dynamic learning experience using a real time case study based business simulation that is designed around a series of current business issues and events. In 2010 we featured General Motors in Europe. The module is designed to develop the students critical thinking and analysis, decision making and group working skills and enhance their understanding of the demands of running a business in a highly competitive environment and developing communication skills in presenting important company information for different stakeholder groups. The simulation activity embraces a broad range of business skills amongst which are finance, marketing, operations and resource management, supply side logistics and managing in the external environment.”

## Extended Course in Hangzhou/Shanghai (China)

The extended course in China is culturally based and prepares the students to face the challenges of doing business with the Chinese culture. Highlights of the extended course in Hangzhou and Shanghai are lectures at the Zhejiang University in Hangzhou and a variety of company- and business visits in Chinese and European companies and institutions which are organized to get different insights from managers and experts. Through this programme the students are not only involved with business executives, the students also have the possibility to see a different sight of the Chinese culture by participating in excursions and sightseeing tours.

### ▼ Shanghai (CN) by night



**Susanne Busswald, Mag.**  
Director Enterprise  
Europe Network,  
Austrian Federal  
Economic Chamber,  
Feldkirch, Austria



"Beside the theoretical input, the possibility to exchange experiences and the ability to network with competent, active international students and colleagues with practical experience from different enterprises, industries and countries was a very positive aspect of the MAS/MBA 'International Management' programme."

## General Information

### Course Fees

The cost for the 3 semester comprehensive Master of Advanced Studies course is CHF 27,600. These amount include:

- > general course fees
- > course documentation
- > examination fees

Travel and living costs abroad amount to about CHF 7,500 and must be settled directly. Accommodation is preferably in hotels with special rates arranged by the university. If other accommodation is preferred, the costs will increase.

First part:	February 2012	CHF 9,200
Second part:	May 2012	CHF 9,200
Third part:	August 2012	CHF 9,200

### Duration, Times and Important Dates

The whole MAS programme lasts about 16 months. The basic study module and the other parts of the course are carried out in block form. The duration of the MBA part is about 8 months in addition.

November 2011	Application Deadline
February 2012	Precourses – start of the programme
March – July 2012	Basic course – 9 modules (Vaduz / Dornbirn / Lochau)
September 2012	Extended course (St. Petersburg)
November 2012	Extended course (Cheltenham)
January 2013	Extended course (Shanghai/Hangzhou)
April 2013	Submission of MAS-Thesis
June 2013	Oral Defence of the Thesis before examination committee
September 2013	Beginning of the MBA-Part (Cheltenham)

### Study abroad / Your Global locations

- > United Kingdom – University of Gloucestershire Business School:  
November 2012 – 1 week, from September 2013 – 2 weeks
- > Russia – St. Petersburg State University, Faculty of Economics:  
September 2012 – 1 week
- > China – Zhejiang University Hangzhou/Shanghai:  
January 2013 – 1 week

### Application and Admission

To apply for the MAS/MBA “International Management” programme, you must meet the following requirements:

- > Graduation from a university and at least 3 years relevant professional experience
- > Graduation of a university of applied science (Fachhochschule), higher engineering, commercial and management colleges with at least 3 years experience in middle or senior management
- > Minimum of five years of relevant professional experience in senior management positions or as an entrepreneur
- > Proven proficiency of written and spoken English

For a successful application you need the following documents:

- > Registration Form
- > Curriculum Vitae
- > Letter of Intention
- > Credentials
- > Reports
- > References
- > Photo

Each application is reviewed by the Admission Committee, which evaluates the nature and scope of the applicant’s responsibilities and qualifications. For the benefit of participants and their sponsoring organisation, the Committee seeks to admit a balanced and homogenous group of people in terms of experience, background and functional expertise.

Enrollment in the programme is limited, therefore an early application is encouraged.

### Cancellation Policy

Cancellations (withdrawal of registration) made four to eight weeks before the start of the programme, are subject to a cancellation fee of 30 percent of the total programme fee. 50 per cent of the fee is charged when cancellation is made less than four weeks prior to the start. No costs arise if a replacement, who meets the admission requirements, is nominated. The written withdrawal has to be sent by registered post. The date as postmarked is seen as the date of cancellation. The participant has to indicate his or her withdrawal by registered letter. Fees already paid will not be refunded in the run of the course.

### Please send your application to

Sabine Reiner, Mag.  
Executive Director

Schloss Hofen  
Hoferstrasse 26  
6911 Lochau  
Austria

Phone: +43 5574 49 30 141  
Fax: +43 5574 49 30 22

sabine.reiner@schlosshofen.at  
www.schlosshofen.at

### Application Deadline

Early application is advisable since enrollment is limited. Qualified applicants are admitted on a rolling basis. Application deadline is November 2011.

### Application Checklist

- Registration Form
- Curriculum Vitae
- Letter of Intention
- Credentials
- Reports
- References
- Photo

### Individual Interview

with one of the academic directors

Stefan Güldenber, Prof. Dr.  
stefan.gueldenberg@uni.li

Wilfried Manhart, Prof. (FH), MBA  
wilfried.manhart@fhv.at

## Contact

### Course Advice

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### Academic Directors

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## Your global locations

