

Forbes®

EUROPE'S MASTERS

PROMOTION

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Studying for a master's degree in Europe offers students a global outlook.

The master's programs of business, industry and science education in Europe are offering increasingly sharp competition to their American rivals.

Leaders of industry and commerce can be found teaching academic courses, while business students swap their lecture rooms for on-site experience in offices or factories.

Across the continent's educational landscape, an enticing international dimension in the sphere of higher education is being added to the fundamentals of business management, marketing expertise, financial acumen, information communication and human resources.

Contrary to widely held misconceptions, the quality of higher postgraduate education offered in Europe can be as substantial and extensive as in the U.S., if not more so.

Most MBA programs are shorter in Europe than those in the U.S., rather than longer as many people suppose. They can usually be completed in a year, saving on both time and expense.

Another misconception is that potential employers value European postgraduate business degrees less than those earned in the U.S.

The three most important European accreditations are those of the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and the European Quality Improvement System (EQUIS). Some European schools are accredited by all three, all of which are recognized in the U.S. and indeed held in high regard globally.

"AMBA is the gold standard of MBAs," says Professor Richard Lamming, director of the U.K.'s University of Exeter Business School. "I would not recommend anyone to go to an MBA school that wasn't AMBA accredited."

The attractions of a European education for non-Europeans have been enhanced by the effects of the Bologna Accord, signed by 29 European countries ten years ago. Under this agreement, academic degree standards have become more comparable and compatible throughout the continent. This

has brought greater convergence of higher education between the U.S. and Europe, especially in the case of German and Swiss schools.

Spain's University of Castilla-La Mancha took the lead in adapting to the Accord. "We have aligned all of our degrees with the rest of Europe, which not only represents a more international mindset for the school but also allows us to attract a far wider range of international students," says Dr. Ernesto Martínez Ataz, the rector of Castilla-La Mancha, a regional institution divided into four campuses: Albacete, Ciudad Real, Cuenca and Toledo.

A third widely held misconception is that study programs are not conducted in English. Dr. Uve Samuels, the chief executive of Germany's Hamburg School of Business Administration (HSBA), says that at his school, master's courses are taught completely in English to attract international students, and half the students taking them are non-German.

HSBA, one of Germany's younger and smaller universities, has established a strong partnership with the country's business community. It has just 500 students, but has developed affiliations with more than 170 corporate companies. Each company selects and funds participants for bachelor's degree courses and pays the students a salary.

"The students have to be at HSBA for three years, and in that time they spend 20 weeks each year studying, with the remaining time spent working in the companies. In this way, they experience a theoretical background with practical application. All courses are done in small groups with a maximum of 30 students," says Samuels.

As well as attaining a level of excellence that is at least similar to that of schools in the U.S., Americans pursuing European MBAs are likely to experience a greater diversity and originality of teaching and learning systems. They may also find themselves studying in smaller, more internationally mixed groups, with more intimate facilities and faculties.

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Michael Schmeltzer, chairman and chief executive of SMC University, believes that postgraduate competition in the business world is now so great that doctorate degrees will replace master's as the gold standard. SMC, which specializes in offering flexible distance-learning programs to working professionals, already has more doctoral students than MBA candidates, he says. To qualify for the doctoral program, a graduate needs an MBA, a master's of science or an equivalent degree.



The city of Hamburg at night

A NEW CULTURAL ENVIRONMENT

European business schools, without exception, extol their location and benefits for fruitful study. One of the attractions of the University of Basel Biozentrum, says Professor Urs Jenal, head of the Ph.D. program, is the city's location in the tri-national

region of Switzerland, Germany and France, and the environmental benefits it offers. He also notes that Biozentrum is one of the top molecular biology institutions in Europe, and the Basel area is one of the strongholds of life-science research.

"Maybe Americans have some preconceptions about Europe, but once they have decided to come, it is a hard place to leave," he says.

One of the smallest European business schools is Switzerland's Business School Lausanne. Of its approximately 100 students, no fewer than 35 nationalities are represented. "Our class sizes are limited to 20 students," says Dr. Katrin Muff, the dean, "and we don't have more than two of the same nationality in any one class."

There is considerable debate in Europe over whether traditional or specialized MBA degrees are preferable. Professor Dr. Thomas Bieger, the vice rector of Switzerland's University of St. Gallen, argues in favor of an interdisciplinary approach.

"We offer a package deal that includes political science, international economics, international law and business applications," he says. "We oblige everyone to acquire basic knowledge and skills in all four areas. In this way, students will have the

ability to integrate different perspectives."

In the first year, students study architecture, law, international affairs, economics and business administration.

The University of Zurich, which has the reputation of being one of the best research establishments in Europe, welcomes talented young Americans to its Executive MBA program.

The courses require a total of 90 days over a period of 18 months.

Taking such a course in a new cultural environment provides students with a substantial competitive advantage, says Professor Dr. Andrea Schenker-Wicki, the director.

"If you are not going out and learning about what is going on in the world, you will lose in the long term," she says.

Zurich's Executive MBA involves students discussing business problems on a global scale and explaining why their impact can be completely different in the U.S., Europe or Asia.

Hamburg's Northern Institute of Technology Management (NIT) was created in order to provide a double-degree program that combines engineering studies with management studies to attract

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The Faculty of Economics and Business Administration at the University of Zurich

The Faculty of Economics, Business Administration, and Information Technology at the University of Zurich combines excellence in research with the ability to provide talented students with the best possible learning environment. Its performance in both basic and applied research achieves the highest international recognition.

Students may pursue bachelor's, master's and doctoral programs in Business Administration, Economics, Banking and Finance, Management and Economics, and Informatics. As a member of the "League of European Research Universities (LERU)," the University of Zurich is committed to the highest international standards, such that its students may compete with students from other leading universities for international leadership positions in science, business and politics.

One of the widely noted master's programs is the Master of Science in Quantitative Finance program, a joint-degree program between the University of Zurich and the ETH Zurich (Swiss Federal Institute of Technology). The program is



instructed entirely in English and offers a unique combination of financial economics and mathematical methods for finance.

In addition to its bachelor's and master's programs, the faculty provides leading doctoral programs in various fields. In particular, the University of Zurich's Graduate School of Business offers two Ph.D. programs (Business, and Management and Economics) that aim to attract the best students from around the world. Both are comparable to American and British Ph.D. programs and provide a top research education under the guidance of internationally renowned researchers.

Finally, the Executive MBA Program offers upper-level executives working in

corporate and administrative environments cutting-edge and interdisciplinary management training. It focuses primarily on the needs of top managers in an increasingly competitive international environment. From taking courses in Intercultural Management through working with guest lecturers from INSEAD and visiting Yale University in New Haven (U.S.), Fudan University in Shanghai (China),

and Hyderabad (India), participants will learn to successfully handle issues related to international management and markets in other countries and cultures.

Altogether, the described programs illustrate the faculty's excellence in research and teaching.

www.oec.uzh.ch (Faculty of Economics and Business Administration at the University of Zurich)
www.msfinance.ch (Master of Science in Quantitative Finance Program)
www.gsb.uzh.ch/program (University of Zurich Graduate School of Business)
www.emba.uzh.ch (Executive MBA Program)



University of Zurich

The Gateway to Management Excellence

Hamburg School of Business Administration (HSBA) is launching two new part-time postgraduate programs in Business Administration and Honourable Leadership (MBA), and Global Management and Governance (MA) in October 2009.

The purpose of both programs is to enable young executives not only to acquire Business Administration know-how, but also to think and act in international and intercultural contexts. Governance and Business Ethics are the leitmotifs in the application-oriented modules of the programs. Specifically, this means students are familiarized with corporate action alternatives and learn to assess them not only with a view to efficiency, but also in terms of personal and corporate values.

Both programs are taught and assessed entirely in English, and students and lecturers come from different cultural backgrounds. Small seminar groups guarantee a personal atmosphere and a good learning environment.

The part-time concept of the programs allows students to pursue their professional careers and study at the same time.

Our postgraduate students benefit greatly from a special mentoring program by the "Versammlung Eines Ehrbaren Kaufmanns zu Hamburg" (VEEK), an association of Hamburg's top-level business community, which upholds the ethical principles in business life.

HSBA is the university of choice of Hamburg's business community, supervised by the Hamburg Chamber of Commerce, one of the oldest and most influential chambers of commerce in Germany.

HSBA is ranked as one of the top dual universities in Germany and is located in the vibrant center of Hamburg, a pulsating international port city.

www.hsba.de



Universidad de Castilla-La Mancha, Spain

Based in the historic region of Castilla-La Mancha, The University of Castilla-La Mancha (UCLM) consists of four campuses: Albacete, Ciudad Real, Cuenca and Toledo. Rooted in its local community, UCLM is also international in character and outlook. It has many well-established partnerships with American and international schools, and actively seeks to extend its global presence. As a leading adopter of the Bologna Accord, its degrees are recognized throughout Europe.

UCLM takes pride in offering master's degrees that meet the changing needs of the professional world. Its diverse master's program covers experimental and social sciences and the humanities and technology fields, in subjects ranging from Enology (the science and study of wine and winemaking) to Electrical Systems, the Environment, International Economy and Law, and Information Technology.

Excellence in research and its practical application to local and international development are key to all of the University's activities. This is supported by close collaboration with private-sector organizations in Spain and abroad.

"Our culture is defined by creativity, collaboration and a constant desire to move forward."

*Dr. Ernesto Martínez Ataz,
Rector, Universidad de
Castilla-La Mancha*

UCLM is ideally located for work or study. It enjoys a sunny climate, relatively low cost of living and peaceful atmosphere, yet is only 30 minutes from Madrid by high-speed train. Foreign students can take Spanish language courses at campuses in the UNESCO world heritage sites of Cuenca and Toledo.

"Our culture is defined by creativity, collaboration and a constant desire to move forward," says Dr. Ernesto Martínez Ataz, rector, Universidad de Castilla-La Mancha.

www.uclm.es

HEC Lausanne

The Faculty of Business and Economics at the University of Lausanne

HEC Lausanne (Faculté des Hautes Études Commerciales) is regarded as a spearheading faculty of the University of Lausanne and the Swiss university network. It ranks as the number one business school in Switzerland and the ninth in Europe (University of Texas, Top 100 Business Schools 2004-08).

Known for its high-quality teaching and innovative research, the faculty's excellent academic reputation is underpinned by its international outlook; a focus on linking theory to future needs through evidence-based practice; and a commitment to extending the frontiers of economic knowledge. HEC applies these principles to its key areas of competence, namely Political Economy,

"What makes us different? We are completely passionate about science-based, fundamental research. This drives our excellence in teaching and our passion for professional service."

*Suzanne de Treville,
Former Dean and Professor of
Operations Management*

Finance, Actuarial Science, Management, and Information Systems. The faculty is also noted for its collaborative partnerships with leading international organizations, ensuring that course content remains relevant to changing needs.

Students are prepared to compete for leadership positions on the international stage through a progressive approach that emphasizes academic rigor, multi-disciplinary working and integrity.

HEC Lausanne offers a range of bachelor's, master's, Ph.D. and MBA programs. Of six Master of Science programs, four are taught in English (MSc Management, MSc Economics, MSc Finance, MSc Actuarial Sciences), and two in French (MSc Information Systems, and MSc Accounting, Controlling and Finance). The faculty also offers a number of assistantship positions for Ph.D. students in these fields, and in Organizational Behavior, Business Law, Marketing, and Strategy.

www.hec.unil.ch



Managers-to-Be With a Double Master's Degree

Hamburg offers an all-English master's program that is unique in Germany and Europe and attracts top students, faculty and companies. It combines an MSc in Engineering and an MBA in Technology Management in 24 months.

Ten years of running this program with the Hamburg University of Technology made NIT a recognized premium private institution of higher education.

The program is inspired by a vision of globally responsible leadership rooted in broad qualification, comprising intercultural skills, ethics and languages.

The students are high performers from all over the world. With up to 1,000 applicants annually, NIT selects 35, including many talented female students and students from developing countries.

The sponsors in NIT's network and advisory board are technology-driven global players as well as non-engineering enterprises and foundations. Companies take advantage of access to high potentials: They provide scholarships to students fitting HR priorities. In turn, companies benefit from their students' internships, projects and two master's theses. Most graduates starting a career stay with their sponsors.

Throughout many regions, functions and industries, NIT alumni are wielding their skills to help companies successfully venture into new markets and manage international business.

www.nith.de



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international students. "The idea came from the Hamburg University of Technology when it introduced study programs in English in the mid-'90s," explains Professor Dr. Wolfgang Bauhofer, the president of NIT.

Germany is renowned for its engineering skills, and students taking the accredited engineering-plus-management double-degree program gain full benefit of this expertise while receiving a high-quality management education.

"It's not only the know-how that makes these students and graduates attractive to recruiters," says Dr. Christoph Jermann, the institute's executive director, "it's the fact that in two years they successfully manage to handle such a broad variety of subjects, learn an additional foreign language, cope with fellow students from all over the world and adapt to the German culture, when sometimes it is their first stay abroad."

RELEVANCE OF RESEARCH

European schools also focus very strongly on the importance of rigorous and practical research in business administration. "There is space for a lot of diversity in the world of management education," says

Suzanne de Treville, former dean and professor of operations management of HEC Lausanne, the Faculty of Business and Economics of the University of Lausanne.

What makes HEC different, she says, is its passion for evidence-based research. In terms of what she calls rigor versus rele-



Luxury yacht design created by postgraduate business administration students at SMC University

vance, Professor Treville says a breakthrough has been achieved in the way management skills can be improved by seeking evidence-based data, as is done in medical research.

Banks want universities such as HEC Lausanne to carry out fundamental research rather than applied research, she says. "They told us: 'You have to do fundamental research so that you understand the physics of the marketplace.'"

Last year, she says, the University of
Continued on page 6

Building Tomorrow's Leaders

Founded in 1987, Business School Lausanne (BSL) is a leading innovator in higher education for entrepreneurs. Reinforcing its renowned practical approach to business studies, BSL has revised its programs in close collaboration with CEOs and HR directors. BSL's professors are active business practitioners who bring a wealth of current business experience to the classroom. Such an interactive learning environment is an essential element to developing tomorrow's leaders.

Located in Switzerland, BSL is globally recognized for its quality, ranking 40th among Top European Business Schools in a 2009 study by QS Ltd. Business studies at BSL include ACBSP-accredited degree programs in BBA, pre-MBA, full-time and flex MBA, Executive MBA and DBA, as well as MBA-level management training seminars for working professionals.

www.bsl-lausanne.ch



MBA European Management for Your Professional Goals

The MBA European Management program offers you a course of studies directly concerned with the core issues for companies working in a European business environment. You will be analyzing the political, legal, cultural and economic environment of European business; evaluating markets in terms of procurement, finance and sales; and drafting new strategies for international competition.

Together with the student body, corporate world and public-sector partners, the Berlin School of Economics and Law creates a vibrant, applied learning environment that promotes leadership skills and self-critical reflection. We understand leadership as choosing to accept personal, entrepreneurial and social responsibility in a global context. Our expertise is based on 17 years of experience as the pioneering MBA provider in Germany.

www.mba-berlin.de

Original Thinking Applied

Original thinking is at the heart of everything we do. Since our creation in 1965 as one of the first two U.K. business schools, we have been a global leader in business education. Our goal is to become the quintessential business school of the 21st century.

Our action-based approach to learning typifies the dynamic, inventive, can-do ethic that stimulated Manchester's rich history of innovation and defined the urban industrial age. We are proud to be a global ambassador for the original modern city.

Our expertise is fundamental to achieving our goal. MBS is ranked first in the U.K. for our "research power," and our doctoral program (which attracts significant numbers of U.S. students) has been ranked first in the world two years running.

We are considered among the world's leaders in accounting and finance, innovation policy, human resource management and sports management, working with The International Basketball, Cycling, Rugby and Skiing Federations and The International Paralympic Committee.

Our academics consult in industry and influence policy, ensuring that businesses and organizations across the globe benefit from their original thinking.

Professor Gary Davies, corporate reputation expert at MBS, regularly shares his insights with *The Financial Times*, the BBC and *The Wall Street Journal Europe*. He explains: "We're about what's coming next: creating solutions to new problems – often in areas multinationals don't even know they should be addressing."



Professor Michael Luger, Director and Dean, Manchester Business School

We work with some of the world's most influential brands, such as AMEX, BP, IBM, Manchester United FC and Harrods. And those who study at MBS are in good company. Our alumni include Paul Skinner, former chairman, Rio Tinto; Don Cruickshank, former chairman, the London Stock Exchange; and Robert Markwick, partner, Goldman Sachs.

While firmly rooted in Manchester (the fastest-growing city region outside of London, with mainland Europe a stone's throw away), we have an extensive global network with academics of 40 nationalities and alumni in 140 countries. We also have an on-the-ground presence in Brazil, China, Hong Kong, Jamaica, Malaysia, Singapore and UAE, with the intention of setting up a center in Miami by the end of the year.

Find out how
original thinking
makes a difference at:
www.mbs.ac.uk

MANCHESTER
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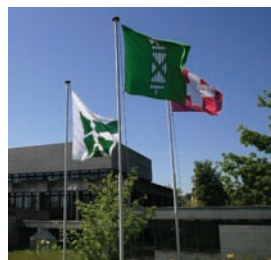
The University of Manchester
Manchester Business School



University of St. Gallen

Internationality, practical relevance and an integrative perspective have been the trademarks of education at the University of St. Gallen (HSG) in Switzerland. Today, the HSG educates 6,500 students from 80 nations in the fields of Business Administration, Economics, Law and Social Sciences. Established in 1898, the HSG has shown itself to be highly successful and is consistently ranked among Europe's leading business universities. It is also a member of CEMS, PIM and APSIA.

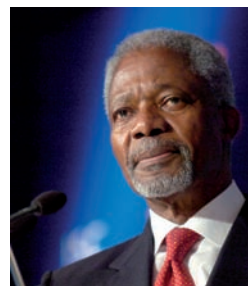
Its holistic education, which meets the highest academic standards, has earned it the seal of approval of the EQUIS and AACSB accreditations. Academic degrees can be obtained at the bachelor's, master's and doctoral levels. In addition, the University of St. Gallen offers first-class and comprehensive courses in Executive Education. Thanks to an increasing number of programs taught in English, plus new cooperation ventures being launched in international networks, the HSG has shown itself to be attractive to international students. The focal points of research at the University of St. Gallen are crystallized in its 40 institutes and research centers, which constitute an integral part of the University. The institutes, which are largely autonomous and mostly self-financing, still remain closely connected to university operations.



www.unisg.ch

"The University of St. Gallen (HSG) provides a setting which marries the promise of the future with the foundations of traditions – and an absolutely essential link between academic work and the practical world."

Kofi Annan, Former UN Secretary General
Freedom Prize of the Max Schmidheiny Foundation,
University of St. Gallen, November 18, 2006



The Master's Program in Strategy and International Management (SIM) is the flagship management program for tomorrow's global leaders at the University of St. Gallen (HSG). It generates exceptional value for students, employers and society. Graduates are equipped with the necessary competencies for outstanding careers as respected and responsible managers, business consultants and entrepreneurs in the global marketplace. SIM students are an exclusive and diverse group of highly motivated and ambitious personalities. They clearly differentiate themselves from peers through strong academic track records, exceptional career prospects and the benefits of an inspiring worldwide community network. Students enjoy a superb learning environment with small, interactive classes that feature high cultural diversity; are taught by experienced faculty; and combine academic rigor with managerial relevance.

www.sim.unisg.ch, sim@unisg.ch

Setting Sail for Success

SMC University students are not only enterprising – their online networking system offers a gateway to world contacts.

A luxury yacht, worth an estimated \$10 million, has been designed by a group of postgraduate business administration students at Switzerland's SMC University and will go into production shortly.

The vessel will be the remarkable result of an ambitious course project to develop "the ultimate toy for a boy." The group of high achievers, including the global senior vice president of a renowned Italian sports-car manufacturer and an experienced finance executive, came up with the idea and saw it through from the first-draft designs on the drawing board to the point of construction.

"It was part of the course requirement and was perfect from A to Z," says Michael Schmelzner, the chairman and chief executive of SMC. "We are very proud of the result and secured funding because it was so well done."

Creating a 111-foot motor yacht is not something usually undertaken by business administration programs, but it is the sort of project that differentiates SMC University from its competitors.

"We don't only aim to produce academic output on paper in class," says Schmelzner. "Our students are encouraged to produce complete, real results, far away from superficial case-study analyses. You will find in every one of our courses the motto 'from strategy to results.'"

SMC University, formerly named the Swiss Management Center, was founded in 1985. With hubs in Zurich and Vienna, SMC has evolved into an internationally acclaimed university specializing in master's and doctorate programs, targeted at working professionals, and supported by flexible distance-learning systems. It is authorized by the Association of Collegiate Business Schools and Programs, the leading specialized accreditation body for business education in the U.S.

A third of its professors are business practitioners who, says Schmelzner, have experienced both professional success and failure. This aspect is important insofar as only those with that kind of experience can pass on the big picture of real-world management and leadership.

"We also have many doctorate graduates who teach courses after their graduation, which is a clear added value passed on to students. Our graduates have academic and professional experience, and know how our system works. They are fully integrated and are aware of the pitfalls and the benefits," says Schmelzner.

The core of SMC's student body consists of high achievers from more than 90 countries pursuing courses that can be undertaken from any place, at any time and at any pace. The university's online system provides the entire literature, content and research facilities required for successful completion of the courses.

"We call our approach Transknowlogy," says Schmelzner. "It stands

"We call our approach Transknowlogy. It stands for the transfer of knowledge via technology."

Michael Schmelzner, Chairman and Chief Executive, SMC

for the transfer of knowledge via technology. We invented the term and concept to get away from the negative reputation of online education on one hand, and to lift management education onto the next level." The yacht project, among others, is a typical example of what Transknowlogy means and achieves.

The people who enroll in MBA and doctorate programs at SMC are usually at an advanced stage of their career. "You will find chief executives of multinational companies and very publicly renowned entrepreneurs who have been with us," says Schmelzner.

Networking is a valued element of the SMC experience, even though the participants are learning at a distance. "Further to our frequent physical networking events, we provide a Facebook-type of interface within our system where people are able to find one another based on common interests and network online."

SMC's student body is one of the most international worldwide, and students can benefit from that aspect. "It is fantastic to see the great results generated by a group composed of an American student with another from an Arabic background and a third from Africa, Asia, or Europe," says Schmelzner. "We always try to have these cultural mixes flowing into group work."

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Lausanne received 2 million Swiss francs (US\$1.9 million) to pay professors and doctoral students to do fundamental research that the banks would otherwise have to seek from consultants elsewhere. Professor Treville believes Lausanne is the only institution going to that depth in terms of research and expertise.

Another major European advance is being made in innovative business experience projects. In the U.K., for example, the Manchester Business School (MBS) is very proud of its innovative antecedents and methods.

"Manchester was the cradle of the Industrial Revolution," says Professor Michael Luger, the American-born dean and director of the business school. "The steam engine and the first computer were invented in this city. We pay homage to our innovative tradition, and we have a very strong offering of innovation at MBS, both in research and entrepreneurship."

The school has developed its own hands-on group-learning system, known as the Manchester Method. This consists of a progressively complex series of group projects involving business in the community, mergers and acquisitions, and international business case studies.

Luger says MBS excels in research as well as teaching and recognizes that, in preparation for careers in multinational companies, students have to be trained in a really global sense using international business case studies.

"Why do people spend an arm and a leg – in our case £36,000 to £37,000 [US\$58,665 to US\$60,295] – to get an MBA?" he asks rhetorically.

"It has to transform them in some way. It empowers them; it connects them with other dynamic people who can think more critically, more broadly. They might take a second look at their life trajectory or their career.

"Our mission statement is about transforming the lives of our students so they can transform the organizations they work in and the communities in which they live." ❖

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 150 East 55th Street, 7th Floor,
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 Tel: +1 212 751 1900 Fax: +1 212 751 0088

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The Exeter MBA – AMBA accredited and available in full-time, part-time and modular formats – is offered by one of the U.K.'s top 10 business schools: the University of Exeter Business School.

A key feature of the Exeter MBA is a focus on developing outstanding communication skills, identified as the primary requirement sought by employers hiring MBA graduates¹. Integrated into the program are modules that provide opportunities to experiment with new communication techniques appropriate for a variety of settings.

In addition, the unique Roundtables for Practising Managers module, delivered by Henry Mintzberg and Jonathan Gosling, brings together Executive MBA participants from eight business schools around the world. The module is designed to enable participants to reflect on and share experiences and styles of management in culturally varied environments, exposing them to an authentic cross-cultural examination of international management.

The School recognizes the emerging importance of the sustainability agenda, and principles of sustainability are embedded into the curriculum to ensure it is relevant to critical issues facing business today and in the future.

The Exeter MBA attracts participants from around the world which, together with international faculty, provides a rich mix

of nationalities and cultures. The School's thriving MBA alumni network and contacts throughout industry are actively involved with the program, contributing to program development and delivery.

Participants of the Exeter MBA are supported with individual coaching from a dedicated MBA Career Coach, responsible for working with participants and business to develop opportunities for job shadowing, internships and dissertation projects. Further employability support is offered through sessions focused on professional skills, access to an international database of employment opportunities where recruiters are seeking MBA graduates, and talks from practitioners and alumni about their own experiences and career.

"At Exeter, entrepreneurial education did not stop at the classroom, but rather continued through extracurricular activities. A business school should balance a dose of theory with real-world application, and Exeter's curriculum and hands-on experiences through association and the management field study provided such a balance."

Kaveh Shakouri Fard, Full-Time MBA, 2006-2007

To find out more, contact: Maureen Costelloe,
MBA Programme Manager, m.w.costelloe@exeter.ac.uk,
+44 (0)1392 264494 www.exeter.ac.uk/mba

¹ GMAC Corporate Recruiters Survey 2009
www.gmac.com



The Biozentrum of the University of Basel provides an internationally renowned research environment for Molecular Biology studies with three focal areas in Infection Biology, Growth and Development, and Neurobiology, and two core programs in Structural Biology and Biophysics and in Computational and Systems Biology. In the almost four decades of its existence, the institute has become recognized for its highest scientific standards and reputation for research excellence in Basic Molecular and Biomedical Research and in advanced training at the graduate and postgraduate levels. The institute conjoins distinguished scientists in many different areas of research and has trained hundreds of successful young scientists at the postgraduate and postdoctoral levels.

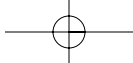
The philosophy of the Biozentrum emphasizes the pursuit of scientific advances through interdisciplinary approaches and collaborations, the creation of basic knowledge in the biosciences for the application of medical discoveries, and the education and training of researchers preparing to meet the scientific challenges

of the next century. Perpetuation of knowledge at the highest scientific level comes through excellence in education. The International Ph.D. program represents the flagship of the Biozentrum's long-standing commitment to first-class training and education in Molecular Life Sciences. The program offers high-quality research experience, dedicated teaching programs in scientific and social skills, and generous financial support. We encourage outstanding students to apply for one of the prestigious Fellowships of Werner Siemens-Foundation fellowships. Fellowships offer direct access to the Ph.D. program; a rotation-based selection of the research group; and support for the attendance of scientific meetings, courses and advanced training during the Ph.D.

Basel is an international center for life science research, with major academic institutions and research departments of leading pharmaceutical and biotechnology companies. Over 900 life science companies are present in the tri-national BioValley region around the city, which constitute the world's life sciences industry. In addition, Basel is rich in culture. Located in northwestern Switzerland, directly bordered by France and Germany, it is an excellent starting point to explore Switzerland and the neighboring countries.

www.unibas.ch
www.biozentrum.unibas.ch
www.biozentrum.unibas.ch/phd/index.html





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