

The following faculties of the University of Applied Sciences Northwestern Switzerland offer Master programmes:

- School of Applied Psychology
- School of Architecture, Civil Engineering and Geomatics
- Academy of Art and Design
- School of Life Sciences
- Academy of Music
- School of Teacher Education
- School of Social Work
- School of Engineering
- **School of Business**

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Masters of Science in  
- **Business Information Systems**  
- **International Management**  
Full-Time and Part-Time 2012/2013



**For the latest information go to:  
[www.fhnw.ch/business/msc](http://www.fhnw.ch/business/msc)**

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# School of Business FHNW

## **School of Business FHNW**

The School of Business FHNW is a leading house in the field of executive education with about 150 programmes (Executive Master of Business Administration, Master of Advanced Studies, courses, seminars, symposia). The school is active in business consulting, applied research and development and teaches more than 1,800 Bachelor students. Two Bologna Master's programmes (MSc) in Business Information Systems and in International Management are taught entirely in English.

## **Customer Proximity**

The School of Business FHNW pools its strengths at three school locations: Basel, Brugg-Windisch and Olten. This ensures proximity of its know-how to its customers.

## **Focussed Competence**

The School of Business FHNW ensures that current know-how is broadly disseminated, accessible and applied. The entire spectrum of business topics is covered: Management and Leadership, Non-Profit Management and Public Administration, Corporate Communication, Human Resource Management, Consulting and Coaching, Finance and Controlling, Business Processes, Business Information Systems and E-Business.

## **Generating New Know-how through Research**

Together with research partners from regionally located or nationally and internationally active enterprises, non-profit organisations and public agencies and sponsoring societies, the School of Business FHNW generates new know-how for these partners' future development.

## **Certified, Internationally Accredited Degrees**

The educational programmes are in compliance with international accreditation standards.

## **Knowledge and Technology Transfer**

Experienced, practice-oriented lecturers and researchers, together with numerous teachers recruited from enterprises, ensure professional and didactic quality with state-of-the-art know-how. The transfer of theory into practice is quickly enabled through student projects set by external clients, application-oriented study tasks and a range of didactic methodologies (moderated work groups, training, case studies taken from participants' professional life, guided individual study and structured work in guided and managed groups).

## **High-Quality International Exchange**

The School of Business FHNW delivers international education programmes and cooperates with partners around the globe. This ensures an intensive exchange of lecturers and students. In comparison with other Swiss universities, our students have the most international experience.

## Research and Practical Application: The Master of Science (MSc)

A Bachelor is a first academic degree qualifying the holder for entry into a profession. The Master's degree is for graduates who seek more depth and consolidation, closer association with cutting-edge research and a higher level entry into their chosen profession.

The School of Business FHNW offers two such Master's degrees. They prepare students either for all-round management tasks or specialist assignments in business information systems.

- MSc in International Management (taught in English)
- MSc in Business Information Systems (taught in English)

Both master programmes have a Swiss accreditation from the Federal Office for Professional Education and Technology OPET (Bundesamt für Berufsbildung und Technologie BBT) and an International accreditation from the FIBAA





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Master of Science in Business Information Systems

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## Welcome to MSc Business Information Systems



Dear reader

Information – represented by people, stored in databases, or manifested in processes – is one of the most important assets of companies today. Thus a strong information infrastructure is the basis for business operation, effective decision making, the identification of market requirements and the innovation of products and services. The discipline of business information systems integrates management concepts and information technology (IT), the combination of which is a prerequisite to successfully develop IT solutions for business.

Information systems specialists are active participants in a globalised world. Due to modern information technology physical distance is insignificant. Any company can cooperate with partners and have customers all over the world. Companies themselves are often distributed over multiple locations even in different countries. Information systems specialists are responsible for the information logistics that allows the effective use of information and knowledge in an agile business environment.

The Master of Science in Business Information Systems is a unique programme in Switzerland combining applied research and practice orientation. As a university of applied sciences we are committed to practical relevance of our study. Since the pace of scientific and technological progress in information technology is very fast, subjects taught have to be under permanent reconsideration and revision. Close connections between research and teaching enable that recent insights gained in research projects become part of the curriculum.

In spite of the importance of information and information systems for the success of companies, there is a lack of information systems specialists in Switzerland and also in the rest of Europe over the coming years. Thus our graduates, having gained a variety of research-based insights on current technologies supporting knowledge-intensive processes and management concepts, will find a broad field of activities.

A handwritten signature in black ink, appearing to read 'K. Hinkelmann'.

Prof. Dr. Knut Hinkelmann  
Dean of MSc in Business Information Systems

# At a Glance

## Goals

Increased flexibility and co-operation, continuous improvement and the progress towards learning organisations are of vital importance for the competitiveness of enterprises. This programme provides the graduates with up-to-date methods and skills to cope with these challenges by the adequate use of information technology.

## Duration

The duration of this programme depends on the study mode. Full-time and part-time students form one community of learning whose members proceed at different speeds:

- Full time: 3 semesters (1.5 years)
- Part time: 5 semesters (2.5 years)

## Final Degree

Upon successful completion of this postgraduate programme, students are awarded the degree Master of Science in Business Information Systems.

## Dual Degree

With one additional semester at the University of Camerino, Italy, students have the opportunity to gain a dual degree. The dual degree encompasses the Master of Science in Business Information Systems from the University of Applied Sciences Northwestern Switzerland FHNW and the Master of Science in Computer Science from the University of Camerino.

## Entry Requirements

The normal registration requirements for the Master of Science in Business Information Systems programme encompass a Bachelor or Diploma Degree in Business Information Technology or related field of study with good or very good grades as well as good linguistic abilities in English.

## Language of Tuition

All courses of the MSc Business Information Systems are taught in English.

## Excursions

MSc BIS offers excursions to Brazil and/ or South Africa providing unique insights in managers' best practices abroad.

## Tuition Fee

The regular fee for Swiss and EU/EFTA citizens as well as for students having a permanent place of residence in Switzerland is CHF 700 per semester. The fee for all other students is CHF 7,500 per semester.

## Teaching Locations

Mainly Olten, some courses and students' projects can take place in Basel.

## Start of the Programme

September 2012

September 2013

September 2014

For exact start dates, see [www.fhnw.ch/business/msc-bis](http://www.fhnw.ch/business/msc-bis)

## Programme Focus

The Master of Science in Business Information Systems is an innovative postgraduate programme which offers students important specialist qualifications in business administration and applied computer science as well as in social skills.

While companies master the management of structured in-house processes, it is of vital importance to their competitiveness to deal with knowledge-intensive and inter-organisational processes and to implement modern management concepts by the adequate use of information technology. Knowledge-intensive processes are critical for the success of a company and occur for example in strategic management, product innovation, planning, and whenever complex decisions have to be made.

Increased flexibility and agility, co-operation, continuous improvement and the progress towards learning organisations are important challenges for enterprises. The programme provides the graduates with up-to-date methods and skills to cope with these challenges.

Teaching is strongly connected to practical requirements. Methods, technologies and tools are introduced as means to deal with problems and situations typically found in business. Through this, the programme makes an important contribution to meet the demand for Business Information System specialists in Europe over the forthcoming years.

The MSc programme attracts talented, ambitious women and men from all around the world ready to go the extra mile. Full-time and part-time students are not separated but form one community of learning.

## Benefits for Students/Careers

Information is a factor of economic growth today. The massive implementation of information technology infrastructure will boost the demand for business information systems specialists in Europe over the coming years. Graduates with an economic and computer science background and additional profound knowledge of a specific branch and/or the internet are in high demand with international enterprises.

In Switzerland alone there will be a demand for many thousand information systems and computer science specialists in the coming years. There is strong evidence that business information systems specialists from universities of applied sciences with their combination of technological know-how, management and practical skills will have excellent prospects in the future job market.

FHNW is the only university of applied sciences in Switzerland offering such an innovative master programme. Graduates of the Master of Science in Business Information Systems can assume responsibilities for improving the performance of organisations and enterprises by the application of advanced information technologies. The interdisciplinary education allows them to reach challenging goals with their co-workers and teams. Companies can profit from the result-oriented problem solving competences of the graduates in consultancy, system analysis and design, and organisational development. Additionally, specific skills in research methodologies establish the foundation for academic careers.

## Final Degrees

### Single Degree

Upon successful completion of this postgraduate programme, graduates are awarded the degree Master of Science in Business Information Systems by the University of Applied Sciences Northwestern Switzerland FHNW.

The students have to complete a total workload of 90 ECTS (European Credit Transfer System) credits including a master thesis of 15 ECTS credits. One ECTS credit equals 30 student work hours.

Further studies might include a PhD programme or a DBA programme.

### Dual Degree

Selected students who spend the third semester at the University of Camerino, Italy, may qualify for a dual degree, one from each university:

- Master of Science in Business Information Systems from the University of Applied Sciences Northwestern Switzerland, 90 ECTS
- Master of Science in Computer Science from the University of Camerino, 120 ECTS

The number of places for the dual degree programme is limited. Students who wish to go for the dual degree option will have to qualify during semester one.



## Entry Requirements

The registration requirements for the Master of Science in Business Information Systems programme encompass

- a Bachelor or Diploma Degree in
  - Business Informatics (Wirtschaftsinformatik)
  - Business Economics/Business Administration\*
  - Informatics (Computer Science)\*
  - Information Technology\*
  - Information Science\*
  - Industrial Engineering and Management\*
  - or a similar field of study
- good or very good grades
- good linguistic abilities in English
- practical experience

The transcript of records (modules completed) of bachelor's degrees which are marked with \* will be checked in detail. Required modules that are missing may be studied in a Pre-Master-Programme (covering up to four weeks prior to the start of the Master programme). Each student providing evidence of meeting the registration requirements will be invited for an interview.

The number of places for this programme is limited.

## Pre-Master Programme

The Pre-Master Programme is mandatory for students who have gone through the enrolment process but have been enrolled on a provisional basis only. The provisional enrolment is based on their not having (in their previous bachelor or master programmes) successfully completed all the modules required for the definite enrolment (matriculation) in the Master of Science in Business Information Systems Programme.

The Pre-Master-Programme is optional for students who have been enrolled definitely but want to brush up their previously gained knowledge.

The Pre-Master-Programme will stretch over the four weeks preceding the official start of the Master of Science in Business Information Systems Programme. It is offered in the full-time mode only and encompasses the modules Business Administration, Business Process Management, Information Systems and Object-oriented Programming. Each week of the Pre-Master-Programme is dedicated to one module.

Students whose participation is mandatory are required to sit an exam at the end of the week in which the module in question is taught. Students failing to pass an exam will have to repeat it in mid-December. An exam may only be repeated once (second attempt). Students failing to pass the exam in that second attempt will not be permitted to continue their studies in the Master of Science in Business Information Systems Programme.

# Curriculum

The course provides state-of-the-art competences in key issues and disciplines of business information systems. Additionally the programme focuses on skills in the design and implementation of organisational concepts, the development and implementation of operational information systems and sound knowledge of applied computer sciences. Knowledge-intensive and inter-organisational processes as well as technology-oriented management concepts are of particular importance.

Besides providing a sound basis in business information systems, the programme focuses on important skills in Information Management, E-Business, Knowledge Engineering and Business Process Management. E-Business covers the (further) development and modelling of business models and business processes in conjunction with cross-organisational implementation of information systems. Information and knowledge are important elements for differentiation and valuable assets for an enterprise. In the field of Knowledge Engineering the implementation of methods and technologies to efficiently manage information and knowledge as well as the automation of knowledge processing, in particular for decision making, are central topics. Furthermore, how modern concepts of design and leadership can be enabled and realised through the use of information technology is examined.

<b>Module Groups</b>		<b>ECTS</b>
<b>(Totalling 90 ECTS Credits per Student)</b>		
– Core modules		24
– Research Projects		12
– Master Thesis		18
– General	min	12
– Technology-oriented Management	min	6
– E-Business	min	6
– Knowledge Engineering	min	6
– Independent Learning Module	optional	6

All core modules as well as the research projects and master thesis are mandatory for all students. The remaining modules are electives allowing participants of the programme to make the choice best suited for their interest and career prospects.

## Core Modules

Module Group	Modules	ECTS
Core Modules	Information Management	6
	Organisations, Technologies and E-Business	6
	Enterprise Architecture	6
	IT Governance and Compliance Management	6
Research Projects	Project 1: Applying Research Methodologies	6
	Project 2: Practice-Oriented Research	6
Master Thesis	Master Thesis Seminar	3
	Master Thesis	15

## Elective Modules

Module Group	Modules	ECTS
General	Quantitative Methods for Business	6
	Economics of Business Strategy	6
	Modelling, Simulation and Optimisation	6
Technology-oriented Management	Business Process Management	6
	Knowledge Management and Competence Development	6
E-Business	Workflow Management Systems and Service-oriented Architecture	6
	Supply Chain Management	6
Knowledge Engineering	Knowledge Engineering and Knowledge Technologies	6
	Business Intelligence	6
	Independent Learning Module	6

## Study Mode Full Time



In each semester full-time students take 5 modules corresponding to 30 ECTS credits

- Core Modules
- Elective Modules
- Independent Learning Module

## Study Mode Part Time



In each semester part-time students take 3 modules corresponding to 18 ECTS credits.

## Study Mode Full Time (Dual Degree)

Modules	Semester			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Information Management	█			
Organisations, Technologies and E-Business	█			
Enterprise Architecture	█			
IT Governance and Compliance Management	█			
Quantitative Methods for Business		█		
Economics of Business Strategy		█		
Modelling, Simulation and Optimisation		█		
Business Process Management		█		
Knowledge Management and Competence Development				
Workflow Management Systems and Service-oriented Architecture				
Supply Chain Management		█		
Knowledge Engineering and Knowledge Technologies		█		
Business Intelligence				
Project 1: Applying Research Methodologies	█			
Project 2: Practice-Oriented Research		█		
Master Thesis Seminar				█
Master Thesis				█
Independent Learning Module		█		█
<b>Modules in Camerino</b>				
Service-Oriented Architecture			█	
Neural Networks			█	
Complex Systems Design			█	

In each semester full-time students take 5 modules corresponding to 30 ECTS credits.

## Study Mode Part Time (Dual Degree)

Modules	Semester					
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>
Information Management	█					
Organisations, Technologies and E-Business	█					
Enterprise Architecture	█					
IT Governance and Compliance Management					█	
Quantitative Methods for Business		█		█		
Economics of Business Strategy		█		█		
Modelling, Simulation and Optimisation		█		█		
Business Process Management		█		█		
Knowledge Management and Competence Development					█	
Workflow Management Systems and Service-oriented Architecture						
Supply Chain Management		█		█		
Knowledge Engineering and Knowledge Technologies		█		█		
Business Intelligence					█	
Project 1: Applying Research Methodologies		█				
Project 2: Practice-Oriented Research				█		
Master Thesis Seminar					█	█
Master Thesis					█	█
Independent Learning Module				█	█	
<b>Modules in Camerino</b>						
Service-Oriented Architecture			█			
Neural Networks			█			
Complex Systems Design			█			

In each semester part-time students take 3 modules corresponding to 18 ECTS credits.

# Module Descriptions

## Core Modules

### Information Management

The module imparts knowledge about the most important global questions of information management. After an introduction into the basic concepts of information management and the use of information, techniques and tools used in determining and meeting information needs are compiled by applying a framework for information management to a concrete case. The framework covers the following steps: From strategy to organisation, from organisation to information demand, utility of information and communication technologies, from information supply to adjustment of organisational concepts, from adjusted organisational concepts to verification of the strategy. Other topics are methodologies for decision support and data analysis as well as the design, implementation and use of a digital dashboard.

### Organisations, Technologies and E-Business

The module Organisations, Technologies and E-Business focuses on the managerial aspects of supporting business models with internet-based technologies. Among the basics of using E-Business in the value chain two major application areas are looked at: E-Commerce and E-Procurement. For each area the module will provide insight into the relations between business, processes and applications. In the field of E-Commerce the main subjects are E-Commerce Transactions, Web Analysis, Personalization, Payment Systems and Online Marketing. The field of E-Procurement covers primarily the subjects E-Sourcing, Catalog Based E-Procurement, B2B Integration and E-Invoicing.

### Enterprise Architecture

Upon successful completion of this unit a student will understand the interaction of corporate strategies, business processes and information technology, understand the value of integration, know the principles for process orientation and the concept of the different architectural aspects (e.g. process, organisation, function, data, moti-

vation) and the relationships between those aspects. They will be able to interpret and use the models and methods for developing enterprise architectures.

The content of the module comprises the concept of meta-modelling as well as methods and techniques for enterprise modelling. Besides modelling languages for business motivation, processes, organisation, information systems and data, an emphasis is put on business rules. Business rules govern the processes, activities and functions of an enterprise and are going to be enforced in information systems. A special focus is on the OMG standards BMM, BPMN, SBVR, and UML.

### IT Governance and Compliance Management

In this module the students learn how a methodologically sound approach of IT governance helps to meet the requirements of IT in business that are driven by simultaneously occurring forces. IT should deliver its mission to contribute to corporate success and add measurable and traceable business value. IT organisations and departments are constantly challenged to meet an increasing number of regulations and conformance criteria and have to assist in establishing compliance in other business areas. Besides this, IT should keep track of technical innovations and make use of them in accordance with business goals.

IT governance is part of the enterprise management and has to ensure that IT supports business strategy and business goals in the best possible way.

Several frameworks and best practices for IT governance that have been evolved over the last few years will be dealt with. While assisting in the control and coordination tasks these frameworks also include the permanent alignment of IT with the tactical and strategic business goals – while simultaneously minimising the IT risks.

### **Project 1: Applying Research Methodologies**

This module is organised as a project. The students work in groups and apply research methodologies to a concrete research task. Upon successful completion of this module, a student will have gained knowledge of empirical and formal research and the specific peculiarities of research on information systems, understand different views on science, understand the importance of addressing the body of knowledge, understand common research methodology, know how to write a research study, and know the relevant criteria for evaluating scientific work.

### **Project 2: Practice-oriented Research**

In this research project students deal with a concrete, practically relevant research topic in the area of business information systems. The project offers the students the possibility to familiarise themselves with and focus on a topic of their interest. It usually is a preparation to the research task in the Master Thesis.

### **Master Thesis Seminar**

This module consists of a workshop on how to write a master thesis and a colloquium. In the colloquium the students present and discuss their research proposal, the research-based questions, the research methods they want to apply.

### **Master Thesis**

The master thesis is of central importance to the student's masters degree during which the student will be expected to bring together aspects of learning from previous modules as well as using this learning as the basis for planning, conducting and writing up a research project. The topic of the master thesis must be research based and deal with questions of practical impact for companies. The master thesis can be written in cooperation with and/or by order of a company.



# Module Descriptions

## Elective Modules

### **Quantitative Methods for Business**

The students acquire knowledge and skills in quantitative methods for business and the use of mathematical and statistical tools and applications. The course on statistical methods introduces students to statistical data analysis and statistical thinking as a basis for decision support. Survey research methods and modelling with regression are important topics of the course. Topics of the course on mathematical methods are linear programming, queuing processes, and simulation of dynamic systems. These methods take full advantage of the knowledge represented in mass data and quantify the uncertainty to be taken into account for decisions. The module uses hands-on exercises with up-to-date software. At the end of the course the participants will be able to use data and models to support management and research.

### **Economics of Business Strategy**

This module explores the economics and management science perspectives in business strategy. It looks at alternative strategic choices (e.g. vertical moves, new markets and technologies, international expansion) and alternative means for pursuing these choices (e.g. internal expansion, merger & acquisition, alliance). The module consists of two parts: The first part provides the necessary frameworks and tools to perform a comprehensive analysis of a firm's strategy. The second part focuses on the design, development and implementation issues of management strategies in business enterprises. Internal resources, competences and management styles are reviewed with regard to their contribution to developing competitive advantages. There is an opportunity to research contemporary business issues in selected business sectors.

### **Modelling, Simulation and Optimisation**

This module deals with selected Computational Intelligence (CI) methods for modeling, simulation, and optimization. Methods treated in the lectures and seminar projects are evolutionary computation, swarm intelligence, neural networks, sophisticated heuristics, artificial intelligence, and various kinds of hybrid intelligent systems.

Besides the basic foundations and a broader theory, these methods are applied to business issues or other application areas of interest for modeling and simulating problems, for analyzing and assessing data, as well as for obtaining viable search alternatives and optimized solutions.

The potential impact of CI is investigated. Different cases are examined where CI can provide a substantial support, for instance in management science, operations research, logistics, engineering, and computer science.

On successful completion of this module, the students will have gained knowledge of the foundations, objectives, implementation, and use of CI methods for modeling, simulation, and optimization.

### **Business Process Management**

Based on the well-known business process management (BPM) closed loop (strategy, identification, modelling, implementation, execution and assessment phases) this module deals with state-of-the-art frameworks for business process management and improvement (PI). In particular, the students will learn how to select and design an appropriate PI approach for a specific business problem. Special attention will be given to topics like model-based process improvement (BPMM and CMMI models), Six Sigma, Lean Management (Kaizen), Total Quality Management (EFQM model) and frameworks like APOC (American Productivity and Quality Center) and SCOR. Case studies will be used to cover actual BPM issues and challenges in various application areas addressing organisational, human resources and IT-related aspects.

### **Knowledge Management and Competence Development**

ICT have the potential to support Knowledge Management and Competence Development of employees effectively. Students learn in this module how to manage the deployment of ICT in these areas. They learn to apply principles of strategic planning, innovation management, the development of a business case, pedagogical design, GUI-design, quality development and controlling.

The discussion of concepts and research findings, the reflection of cases and personal experience as well as the problem-based development of solutions are key methods of this module to examine the potential of recent trends such as Web 2.0, mobile learning, work-based learning or swarm intelligence with regard to the working situation of the students or to cases from industry, education and non-profit organisations

### **Workflow Management Systems and Service-oriented Architectures**

The aim of the module is to provide state-of-the-art knowledge about Business Process Automation (BPA) concepts for various business process types (system-, people-, knowledge- and document-intensive processes) in a company. On successful completion of this module the students know the role of BPA within the BPM cycle and will be able to design an appropriate BPA solution for a specific process based on business requirements and to estimate the business benefit. Specific attention in this module will be given to the concept of Service-Oriented Architectures (SOA) and Web services, Cloud computing and the BPMS platform of SAP.

### **Supply Chain Management**

Upon successful completion of this module, a student will have gained knowledge of the objectives, problems, and activities of supply chain management as a key area in modern business on a strategic and operative level, understand the value and utilisation of information for managing supply networks, understand a variety of techniques and analytical tools for analysing and solving supply chain management problems, know various established structures and best practices in supply chain management, and develop analytical and problem-solving skills in a variety of supply chain problems.

### **Knowledge Engineering and Knowledge Technologies**

The still ongoing trend of outsourcing of many standardized processes leads to the situation that companies are faced more and more with the remaining knowledge-intensive processes. Knowledge-intensive processes are more unstructured processes with considerable involvement of users with their experiences. These users need knowledge at different levels, for example for connecting people to other knowledgeable people in order to solve tasks cooperatively or for deriving or suggesting possible solutions automatically. Supporting such processes requires modelling and enacting different forms of knowledge. In general more explicitly represented knowledge allows better support.

After completion of this module, the participants know different knowledge representation and inference paradigms including logic-oriented, rule-based, and object-centred systems. They will be able to assess which kind of knowledge representation is adequate for their current problem. Further they are able to develop appropriate knowledge-based systems which allow to support knowledge-intensive processes.

### **Business Intelligence**

Business Intelligence (BI) is an integrated, company-specific, systematic approach to automating and improving high-volume operational and managerial decisions. BI promotes a shift to factbased decision making which are important for a company to increase productivity and survive competition. Today it becomes one of the most important management instruments. One focus of the module are the state-of-the-art data warehousing technologies. In particular, the students will understand the role of data in BI and learn how data is processed for gaining information from data. Furthermore we will extensively deal on data analysis (like OLAP) and especially on data mining problems, process mining and text mining. Data mining goes a step beyond through the use of statistical techniques and machine learning techniques, and detects without an exact query formulation previously undiscovered connections from the data. Process mining is a process management technique, that allows the analysis of business processes based on event logs. The object of text mining is to find important information and relationships in large amounts of text.

### **Independent Learning Module**

The Independent Learning Module offers the possibility for interdisciplinary studies or to focus on a specific area of interest in Information Systems and Management. The students can select either one of the elective modules of the MSc in Business Information Systems or a module from the MSc in International Management. It is also possible to select a module from any other Master of Science programme at FHNW or another university.

## Cooperation and Research

### Transfer process with the Corporate World

The School of Business FHNW has a tradition of collaboration with the corporate world. Strategic alliances are common, as many organisations look towards various partnering arrangements with us. We provide expertise, offering application-oriented research and development. We conduct research with business and industrial partners in Switzerland and abroad.

Our students will be embedded in the transfer process between the School of Business FHNW, the business world and society. This transfer generates useful findings and concepts in the realm of application-oriented research and development, aiming at different disciplinary perspectives (international economy, strategy, organisational development, communication and global marketing).

We integrate numerous examples and case studies from the corporate world and acquire research projects from international companies. Projects and topics resulting from and linked with our students' own work experience are always welcome!

### Academic Partners

Our partnership with the University of Camerino, Italy, has led to the attractive offering of a dual degree.

The curriculum of the master programme was developed in cooperation with the University of Vienna, Austria, in their role as coordinator of the Business Informatics Network BIN-NET and is compatible with the European Master of International Business Informatics.

In addition, there are joint research projects of FHNW with several other universities in Switzerland and abroad.

### Link to Research

The lecturers of the programme share knowledge and experience with leading researchers and practitioners. They are actively involved in research projects with universities, research institutes and enterprises from all over Europe to advance information technologies as a means to improve performance and competitiveness of enterprises. As organisers and reviewers of international conferences they have up-to-date knowledge in their fields of study.

## Teaching and Assessments

### **Methods of Teaching and Learning**

The teaching is delivered by means of lectures, and projects. The teaching methods employed are interactive in nature and class participation is actively encouraged. Learning is facilitated by individual and group research, guided self-study, transfer projects, case study analysis, class discussion and small group work. Students are required to present their work orally and in written format to complement the learning outcomes.

Students are integrated into consulting and research projects within the framework of project-oriented lessons. This ensures that theory is linked to current working practice and applied research.

Teaching is strongly connected to practical requirements. Methods, technologies and tools are introduced as means to deal with problems and situations typically found in business.

### **Assessment**

Assessment of knowledge, understanding and key skills is completed either through a written assignment, a presentation, an examination or any combination of these. These assessments can be completed either as part of a group or on an individual basis.

## Teaching Location

The School of Business FHNW encompasses three campuses located next to the main train stations of Olten, Basel, or Brugg. Lectures in the MSc in Business Information Systems programme are mainly held on the Olten campus. Lectures and student projects can take place on the Basel campus, too.



## Testimonials

*"The MSc BIS course provides an ideal and attractive means for me to achieve my goal, to enhance our division and remain a strong partner of the senior management team."*

**Marcel Gabi**, MSc BIS Student

*"I think, studying Business Informations Systems (BIS) at University of Applied Sciences Northwestern Switzerland FHNW is very beneficial and challenging for me. My personal aim is gaining deeper theoretical knowledge with the practical experiences of the FHNW in management, computer science and communication, but also improving my scientific working skills. I believe a Master degree course in BIS at the FHNW is the best place to achieve my career objectives."*

**Alexander Gröflin**, MSc BIS Student

*"The opportunity to conduct individual and group work (assignments, projects and presentations) prepares you for a professional figure in the business world. It helps you to grow your desire to learn for working and to work for learning. It increases your aspiration to work for businesses or create your business.*

*The pragmatic approach allows for a more direct relationship between teachers and students. You can get reviews, tips and guides from the teachers and raise your level of maturity."*

**Jessica Usai**, Dual Degree Student University of Camerino

*"Knowing students coming from all over the world and having different backgrounds as well as experiences is one of the factors which make this course very worthwhile. The really good interaction with the professors is one of the success key of this course."*

**Emanuele Laurenzi**, Dual Degree Student University of Camerino



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Master of Science in International Management

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## Welcome to MSc International Management



Dear reader, dear potential student, dear company representative

This Master's programme is about our students' aspirations and their careers. When we launched this innovative programme in 2008, we were far from imagining the big number of qualified potential students applying each year. As a matter of fact, we had

to double the places available and still have to turn down almost half of all applications. Ever since its introduction, the Master of Science in International Management has proved to be a catalyst for young ambitious men and women – we have witnessed an equal spread of the two genders – from all around the world to develop their managerial and entrepreneurial spirit much further than they already did in their bachelor programmes.

Attracting very good bachelor graduates representing more than forty different countries and cultural backgrounds so far, the Master of Science in International Management obviously provides a challenging framework for those who want to expand their cross-cultural awareness, leadership skills and flexibility.

In a challenging one and a half years (full-time) or two and a half years (part-time) study, students acquire the state-of-the-art management tools required to lead in a globalising economy. Our graduates have proved to be very attractive for renowned internationally operating companies. A good number of them have even started their own business right after graduation while others have opted to do a PhD or DBA programme.

We are committed to interactive teaching offered by our leading-edge faculty encompassing academic excellence and extensive industry experience in international environments. Our students have to cope

with the diversity of a truly international learning community. They strive to develop their potential as leaders with innovative problem-solving skills well prepared to redefine the future in a sustainable way.

It is, we firmly believe, essential for managers to see the world through the eyes of others, to adapt to changing environments, to analyse business clusters and to base their actions on sound ethical grounds. Having gained a variety of research-based insights critical to global business performance, our graduates are prepared to capitalise on differences. They have learned how culture and globalisation affect 21st century management practice, from organisational structure to business strategy and human resource development.

The Master of Science in International Management programme is intense, but immensely rewarding. It focuses on applied research within the context and for the benefit of international companies. Drawing upon evidence from our tutors' research projects, we encourage our students to critically assess, reconsider, explore and transfer alternative practices across various areas of management and across national boundaries.

With their inspiring dynamism, our MSc International Management graduates are able to shape their own future. They have been provided with tools, skills and the confidence to pursue a rewarding career. They have learned how to build and maintain an international network of ambitious professionals and friends.

A handwritten signature in black ink, appearing to read 'Buergi'.

Prof. Dr. Thomas Buergi  
Dean of MSc in International Management

## At a Glance

### Goals

The Master of Science in International Management (MSc IM, 90 ECTS credits) is a high-level postgraduate programme committed to the philosophy of Sustainable Management. It is truly international, providing all important cross-cultural management and leadership skills critical to success in a globalising world.

MSc IM has been designed for students holding a bachelor's degree with above average qualifications in a relevant area, intending to follow an international career in business or non-profit organisations. This cutting-edge programme also encourages students to found their own business in order to become entrepreneurs.

MSc IM is based on applied research and live projects in the international business world, focussing on global marketing and communication as well as international human resource development. All course subjects are taught in English.

### Duration

The innovative MSc International Management programme comprises three semesters (one and a half years, full-time) or five semesters (two and a half years, part-time, flexible). Full-time and part-time students form one community of learning whose members proceed at different speeds.

### Final Degree

Depending on their choice of study routes, students normally gain a single degree. Upon successful completion of this postgraduate programme in Basel and Olten, students are awarded the degree Master of Science in International Management.

### Dual Degree

Selected students ready to spend the second semester in Cambridge (UK) with at our academic partner Anglia Ruskin University (ARU), Ash-

croft International Business School are offered a dual degree. The dual degree encompasses a Swiss Master of Science in International Management (FHNW) as well as a British Master of Arts in International Business (ARU).

### Language of Tuition

All courses of the MSc International Management are taught in English.

### Entry Requirements

The normal entry requirements for the Master of Science in International Management programme encompass a Bachelor Degree in Business Administration, International Business Management, International Management or in a similar programme with a good or very good overall grade, very good or excellent linguistic abilities in English and one year of relevant work experience.

### Excursions

MSc IM currently offers excursions to Brazil and/or South Africa providing unique insights in managers' best practices abroad.

### Tuition Fees

The regular fee for Swiss and EU/EFTA citizens as well as for students having a permanent place of residence in Switzerland is CHF 700 per semester. The fee for all other students is CHF 7,500 per semester.

### Teaching Locations

Lectures, seminars and workshops are offered either on campus Olten (autumn semesters, September to January) or on campus Basel (spring semesters, February to June).

### Start of the Programme

September 2012

September 2013

September 2014

For exact start dates, see [www.fhnw.ch/business/msc-im](http://www.fhnw.ch/business/msc-im)

## Programme Focus

The Master of Science in International Management (MSc IM) is a cutting-edge postgraduate programme committed to Sustainable Management in all its facets.

Providing all important cross-cultural management skills critical to success in a globalising world, MSc IM has been designed for ambitious students who hold a bachelor's degree in a relevant area and are committed to follow an international career, be it in business or in non-profit organisations. It is also well suited for those aiming at the art of the start – young men and women with an entrepreneurial spirit and courageous enough to establish their own business.

MSc IM is based on applied research and live projects in the international business world, focussing on global marketing and communication as well as on international human resource development. We have recently added a new field of excellent offering specific modules in entrepreneurship, sustainability and innovation.

All course subjects are taught in English.

MSc IM attracts talented, ambitious men and women from all around the world ready to go the extra mile. Full-time and part-time students are not separated but form one community of learning.

## Benefits for Students/Careers

We develop managers with a unique set of cross-cultural competencies, able to apply core concepts of international management and leadership. Our graduates are mobile and flexible; they excel with their aptitude for lifelong learning. Their international business background allows them to take up roles as responsible managers committed to reach challenging goals with their co-workers and multicultural teams in many countries. They are committed to Corporate Social Responsibility and the principles of Sustainable Management.

By working and conducting research within international teams our students learn how to operate in a global-local environment. MSc International Management unites academics and professionals from a range of subject areas and a variety of cultures. Their skills apply to a variety of business disciplines such as global marketing, international human resource development and corporate communication as well as entrepreneurship and innovation.

We aspire to develop fully our students' abundant potential. Our aim is their effectiveness in a globalising world.

# Final Degrees

## Single Degree

Depending on their choice of study routes, students normally gain a single degree. Upon successful completion of this postgraduate programme on our campuses in Basel and Olten, graduates are awarded the degree Master of Science in International Management.

The single degree path provides the advantage of being allowed to choose all electives and excursions available (Brazil, South Africa, international organisations and enterprises in the Geneva area).

## Dual Degree

Our close partnership with Anglia Ruskin University (ARU), Ashcroft International Business School (AIBS), Cambridge (UK), has led to a unique master's programme offering outstanding study routes.

Selected students (full-time only!) who spend the second semester at the partner university (ARU) may qualify for a dual degree, one from each university: MA in International Business (Anglia Ruskin University, Ashcroft International Business School) and MSc in International Management (University of Applied Sciences Northwestern Switzerland, School of Business).

The dual degree study route integrates Swiss and British culture providing students with experience of the East Anglian and Northwestern Switzerland business clusters, history and culture. In addition to their studying in England and Switzerland, we actively encourage students to take part in a live research project with a corporation, either in the United Kingdom or in Switzerland, or in another country of their choice.

The number of places for the Dual Degree programme is limited. Students who wish to go for the dual degree option will have to qualify during semester one. As places in Cambridge are rare (the same holds

true for places in Basel offered to students from ARU), we can only offer the dual degree path to selected students.

Students choosing the dual degree path may neither choose electives nor excursions offered by FHNW during the second semester (South Africa, international organisations and enterprises in the Geneva area).

## Entry Requirements

The normal registration (called matriculation in Switzerland) requirements for the Master of Science in International Management programme encompass

- a bachelor's degree (Bachelor of Arts or Bachelor of Science in Business Administration; Economics, Finance, Marketing; International Business Management, International Management; Facility Management\*, ICT\*, Tourism Management\*, Psychology\*, Applied Psychology\*) or a bachelor's degree in a similar programme\* with a good or very good overall grade (A or B, equalling a recognised first or second class honours degree in the United Kingdom)
- very good or excellent linguistic abilities in English (minimum requirement equivalent to CAE/BEC Higher)
- one year of work experience.

The transcript of records (modules completed) of bachelor's degrees which are marked with \* will be checked in detail. Required modules that are missing may be studied in a Pre-Master-Programme (covering five weeks prior to the Master programme).

Each student providing evidence of meeting the registration requirements will be invited for an interview. The number of places for this programme is limited. The annual intake comprises 60 students. Big emphasis is laid on the diversity of the cohort.

## Pre-Master Programme

The Pre-Master-Programme is mandatory for students who have gone through the enrolment process but have been enrolled on a provisional basis only. The provisional enrolment is based on their not having (in their previous bachelor or master programmes) successfully completed all the modules required for the definite enrolment (matriculation) in the Master of Science in International Management Programme.

The Pre-Master-Programme is optional for students who have been enrolled definitely but want to brush up their previously gained knowledge.

The Pre-Master-Programme will stretch over the five weeks preceding the official start of the Master of Science in International Management Programme. It is offered in the full-time mode only and encompasses the modules Cross-cultural Communication, Accounting, Marketing, Statistics and Maths as well as Economics. Each week of the Pre-Master-Programme is dedicated to one module.

Students whose participation is mandatory are required to sit a written exam at the end of the week in which the module in question is taught. Students failing to pass an exam will have to repeat it in mid-December. An exam may only be repeated once (second attempt). Students failing to pass the exam in that second attempt will not be permitted to continue their studies in the Master of Science in International Management Programme.

# Curriculum

The Master of Science in International Business Management programme has been designed to meet the requirements of full time and part time students alike. Both categories of students are taught in one and the same learning community. All core modules are mandatory for all students. A variety of elective modules are offered to allow participants of the programme to make the choice best suited for their interests and career prospects.

	<b>Groups ECTS</b>
<hr/>	
Core Modules: Research Methodology and Master Thesis	42
<hr/>	
Core Modules: General International Management	18
<hr/>	
Elective Modules (Free Choice): – Global Marketing and Communication – International Human Resource Development – Entrepreneurship, Sustainability and Innovation	30
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## Core Modules

Module Group	Modules	ECTS
	Research Design and Applied Statistics	6
Research Methodology and Master Thesis	Qualitative Research Methods	6
	Practice-oriented Research Project	15
	Master Thesis	15
	Cross-cultural Management and Leadership	4
General International Management	Manager's Shadow Project	2
	International Accounting and Finance	6
	Developing International Business Strategies	6
	Independent Learning Module**	6

## Elective Modules

Module Group	Modules	ECTS
	Cross-cultural Consumer Behaviour	6
Global Marketing and Communication	Corporate Reputation and Brand Development	6
	Marketing and Strategy in a Globalizing World	6
	Social Media and Customer Experience	6
	Independent Learning Module	6
	International Organisational Behaviour	6
International Human Resource Development	International Human Resource Management	6
	Leading People in Changing Environments	6
	Cross-cultural Negotiations and Joint Venture Collaboration	6
	Independent Learning Module	6

## Elective Modules

Module Group	Modules	ECTS
	Local Clusters and International Competitiveness	6
	Sustainable Management and Marketing	6
Entrepreneurship, Sustainability and Innovation	Sustainable Tourism and Event Management	6
	Corporate Governance and Corporate Social Responsibility	6
	Entrepreneurship and Start-ups	6
	Innovation Management	6
	Independent Learning Module	6

## Modules ARU Dual Degree

Module Group	Modules	ECTS
	International Accounting	8
Anglia Ruskin University, Cambridge (offered to and mandatory for Dual Degree FHNW/ARU students)	Intercultural Management (ARU)	8
	International Marketing (ARU)	8
	Management Theory into Management Practice (ARU)	8

## Study Mode Full Time (Single Degree)

Modules	ECTS	Semester		
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
<b>Research</b>				
Research Design and Applied Statistics	6	█		
Qualitative Research Methods	6	█		
Practice-oriented Research Project	15		█	
Master Thesis	15			█
<b>General International Management</b>				
Cross-cultural Management and Leadership	4	█		
Manager's Shadow Project	2	█		
International Accounting and Finance	6		█	
Developing International Business Strategies	6	█		
Independent Learning Module**	–	█	█	

\* Students select at least 5 electives

\*\* The Independent Learning Module Core (GILM) replaces a General International Management Core Module in case of an exemption. An exemption as well as the respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

\*\*\* The Independent Learning Module Elective (EILM) replaces an Elective Module ( a maximum of two in total). A respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

█ Core Modules  
 █ Elective Modules  
 █ Independent Learning Module

Modules	ECTS	Semester		
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
<b>Global Marketing and Communication</b>				
Cross-cultural Consumer Behaviour*	6		█	
Corporate Reputation and Brand Development*	6	█		█
Marketing and Strategy in a Globalizing World*	6		█	
Social Media and Customer Experience*	6	█		█
Independent Learning Module***	6	█	█	█
<b>International Human Resource Development</b>				
International Organisational Behaviour*	6		█	
International Human Resource Management*	6	█		█
Leading People in Changing Environments*	6		█	
Cross-cultural Negotiations and Joint Venture Collaboration*	6		█	
Independent Learning Module***	6	█	█	█
<b>Entrepreneurship, Sustainability and Innovation</b>				
Local Clusters and International Competitiveness	6	█		█
Sustainable Management and Marketing*	6		█	
Sustainable Tourism and Event Management*	6	█		█
Corporate Governance and Corporate Social Responsibility*	6		█	
Entrepreneurship and Start-ups*	6	█		█
Innovation Management*	6	█		█
Independent Learning Module***	6	█	█	█

## Study Mode Full Time (Dual Degree FHNW/ARU)

Modules	ECTS	Semester		
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
<b>Research</b>				
Research Design and Applied Statistics	6	■		
Qualitative Research Methods	6	■		
Practice-oriented Research Project (ARU)	7		■	
Master Thesis	15			■
<b>General International Management</b>				
Cross-cultural Management and Leadership	4	■		
Manager's Shadow Project	2	■		
International Accounting (ARU)	8		■	
Developing International Business Strategies	6	■		
Independent Learning Module**	–			

\* Students select at least 2 electives

\*\* The Independent Learning Module Core (GILM) replaces a General International Management Core Module in case of an exemption. An exemption as well as the respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

\*\*\* The Independent Learning Module Elective (EILM) replaces an Elective Module ( a maximum of two in total). A respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

- Core Modules
- Elective Modules
- Modules ARU Dual Degree
- Independent Learning Module

Modules	ECTS	Semester		
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
<b>Ashcroft International Business School, Cambridge</b>				
Intercultural Management (ARU)	8		■	
International Marketing (ARU)	8		■	
Management Theory into Management Practice (ARU)	8		■	
<b>Global Marketing and Communication</b>				
Cross-cultural Consumer Behaviour*	6			
Corporate Reputation and Brand Development*	6	■		■
Marketing and Strategy in a Globalizing World*	6			
Social Media and Customer Experience*	6	■		■
Independent Learning Module***	6			
<b>International Human Resource Development</b>				
International Organisational Behaviour*	6			
International Human Resource Management*	6	■		■
Leading People in Changing Environments*	6			
Cross-cultural Negotiations and Joint Venture Collaboration*	6			
Independent Learning Module***	6			
<b>Entrepreneurship, Sustainability and Innovation</b>				
Local Clusters and International Corporations*	6	■		■
Sustainable Management and Marketing*	6			
Sustainable Tourism and Event Management*	6	■		■
Corporate Governance and Corporate Social Responsibility*	6			
Entrepreneurship and Start-ups*	6	■		■
Innovation Management**	6	■		■
Independent Learning Module***	6			

## Study Mode Part Time (Single Degree)

Modules	ECTS	Semester				
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>
<b>Research</b>						
Research Design and Applied Statistics	6	█				
Qualitative Research Methods	6	█				
Practice-oriented Research Project	15				█	
Master Thesis	15					█
<b>General International Management</b>						
Cross-cultural Management and Leadership	4	█				
Manager's Shadow Project	2	█				
International Accounting and Finance	6		█			
Developing International Business Strategies	6	█				
Independent Learning Module**	-	█	█			

\* Students select at least 5 electives

\*\* The Independent Learning Module Core (GILM) replaces a General International Management Core Module in case of an exemption. An exemption as well as the respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

\*\*\* The Independent Learning Module Elective (EILM) replaces an Elective Module ( a maximum of two in total). A respective Module from a Master of Arts or Master of Science Programme at FHNW or from another University has to be approved of by the Dean of MSc International Management

█ Core Modules  
█ Elective Modules  
█ Independent Learning Module

Modules	ECTS	Semester				
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>
<b>Global Marketing and Communication</b>						
Cross-cultural Consumer Behaviour*	6		█		█	
Corporate Reputation and Brand Development*	6	█		█		█
Marketing and Strategy in a Globalizing World*	6		█		█	
Social Media and Customer Experience*	6	█		█		█
Independent Learning Module***	6	█	█	█		
<b>International Human Resource Development</b>						
International Organisational Behaviour*	6		█		█	
International Human Resource Management*	6	█		█		█
Leading People in Changing Environments*	6		█		█	
Cross-cultural Negotiations and Joint Venture Collaboration*	6		█		█	
Independent Learning Module***	6	█	█	█		
<b>Entrepreneurship, Sustainability and Innovation</b>						
Local Clusters and International Competitiveness*	6	█		█		█
Sustainable Management and Marketing*	6		█		█	
Sustainable Tourism and Event Management*	6	█		█		█
Corporate Governance and Corporate Social Responsibility*	6		█		█	
Entrepreneurship and Start-ups*	6	█		█		█
Innovation Management*	6	█		█		█
Independent Learning Module***	6	█	█	█		

# Module Descriptions

## **Research Design and Applied Statistics (Core module)**

This module introduces the main philosophical paradigms for social research, discusses the nature and purpose of business research and shows the way from problem formulation to the identification of appropriate methods and appropriate research design. The relative merits of qualitative and quantitative methods are discussed as well as possibilities of and requirements for a combination of both.

The part dealing with Applied Statistics encompasses the tools to draw valid conclusions from data. Practical work on real data with state of the art software (SPSS) will provide the necessary skills to apply the methods in applied business research.

## **Qualitative Research Methods (Core module)**

This module focuses on qualitative research methods and details their adequate application. It prepares students to undertake a piece of qualitative business or management research for their Masters project by developing appropriate knowledge, understanding and transferable intellectual and practical skills.

Emphasis is laid on applied research and developing skills that are most likely to lead students to a successful closure of a research journey. This journey can be embedded within any organisational setting identified by students in their roles of either academic or practitioner researchers. Skills such as the ability to frame research aims, generate research questions/hypothesis and research objectives, the ability to generate a conceptual framework will be trained. Students learn how to select and justify a particular research pattern, a methodology applied within the latter as well as the ability to act as an ethical researcher.

## **Practice-oriented Research Project (Core module)**

The aim of the Practice-oriented Research Project is to provide course members with the opportunity to exercise analytical and critical skills to identify significant business problems and to determine appropriate methodologies for their problem solving strategies by evaluating evidence and reaching evidence-based conclusions. The Practice-oriented Research Project emphasises methodology and rational analysis leading to rational conclusions and clear recommendations.

Students will prepare the Practice-oriented Research Project working in groups. Each group will have a research supervisor to advise and discuss problems arising during the preparation and development of the Project. The Practice-oriented Research Project is a prerequisite for the Master Thesis and is ideally closely linked with the Master Thesis.

## **Master Thesis (Core module)**

The master thesis is of central importance to the student's Master's award during which the student will be expected to combine aspects of learning from previous modules as well as using this learning as the basis for planning, conducting and writing up a research-based project. The topic of the master thesis must be research based and has to help answering questions of one or more international companies. The master thesis can be written in cooperation and/or in order for an international company located in Switzerland or all over the world.

In a colloquium, students will present and discuss their research proposal with the starting point, the researched-based questions, the methods they want to apply and the next steps.

## **Cross-cultural Management and Leadership (Core module)**

This module strives to develop management and leadership skills of participants. It aims at concepts and models designed as useful tools for the international manager and leader. Students will have to discuss and analyse cases studies dealing with cross-cultural contexts and organisations' and their leaders' struggle to continually adapt to changes in a competitive environment and to apply concepts to tackle challenging tasks.

Managers of internationally operating firms will openly talk about their fields of competence and practice. They focus on the motivation and behaviour of the workforce facing a dynamic environment, pressure and uncertainty. To capitalise on the capabilities of an international workforce, students have to design appropriate incentives, de-

velop effective teams, create an attractive job environment and manage the dynamics of organisational change and organisational development – by always taking into account the diverse cultural imprints of members of the workforce.

### **Manager's Shadow Project (Core module)**

The manager's shadow project aims at providing students valuable insight into managerial activities in close contact with managers. In a self-managed activity, students spend one week observing a manager and report on what they have observed and learned in terms of best practices. The process includes structured observations, non-structured, semi-structured and structured interviews. The report encompasses reflection on collected data and analysis.

As an alternative way of carrying out the project, students will join a guided excursion to a BRIC-country (currently Brazil or South Africa), plan, design and carry out management interviews with managers of the countries involved.

### **International Accounting and Finance (Core module)**

This module aims at providing an understanding and appreciation of International Financial and Management Accounting. Participants will understand the nature of financial analysis, develop a framework for corporate financial decision making and how to use accounting for decision and control in the firm in conjunction with strategies, they learn to analyse and compare financial statements (balance sheets, income statements, statements of cash flows, statements of retained earnings, notes) of companies adopting different accounting standards. The focus is on the relevant set of IFRS. CFOs and COOs of international firms will be integrated.

### **Developing International Business Strategies (Core module)**

This module is about strategic choices. It looks at alternative directions (e.g. vertical moves, new markets and technologies, international expansion) and alternative means for pursuing these directions (e.g. internal expansion, acquisition, alliance). Competitive strategy develops a set of analytical approaches and tools to help formulate and evaluate these strategies topic by topic. It aims at providing a unified and integrated framework to assist strategy formulation.

The module focuses on the design, development and implementation issues of management strategies in international business enterprises. Internal resources, competences and management styles are reviewed as

regards their contribution to developing competitive advantages. The range of strategic options available to senior managers is reviewed, as are the needs and expectations of diverse stakeholders.

### **Cross-cultural Consumer Behaviour (Elective module)**

We buy, use, consume and get rid of goods and services every day. We love to eat and to wear, to read and to watch, to play and to travel, to exercise hard and to have fun. We want to look good, to make a lasting impression, to set the scene for our performance: we like to act as if upon a stage. We love to invent and reinvent ourselves using brands as statements or shortcuts to tell others who we are, to impose our will on them, to influence them or to attract them. Some goods or services are apt to make us wealthy and perhaps wise. Consumption is so prevalent that we are often unaware of its significance and importance in shaping our everyday lives.

This module adopts a psychological approach to consumer behaviour in all its facets and explores the implications for individual consumers and marketers alike. It deals with the crucial issues of why consumers buy what they buy and how they respond to influences of friends, peers, groups as well as to marketing and advertising. Lifestyles and brand communities will be analysed in depth. Excursions providing participants unique insights into events and companies interacting with consumers in innovative ways form a major part of this module.

### **Corporate Identity and Brand Development (Elective module)**

Corporate reputation and brands are among the most valuable intangible assets of a company. This module brings together corporate strategy, people management and managing the corporate reputation and its brands in knowledge-based economies. Students will learn how to analyse and identify brand personality, understand the roles of co-workers as a driving force in terms of developing brands and conveying images of the company's corporate identity.

Participants learn how to manage the process of reputation, brand development and protection as a task that requires top management stewardship and that is generally led by the corporate communication and marketing functions. This module draws on a wide range of disciplines including corporate communications, marketing, psychology, organisational behaviour, HR and strategic management when discussing how to develop, manage and protect corporate reputations and brands.

### **Marketing and Strategy in a Globalized World (Elective module)**

In a globalized world, businesses are frequently advised to charge across borders as if the whole world were one flat seamless marketplace. But the world is not so flat after all, and, following Ghemawat's terminology, the world is and will be for quite some time in a state he calls 'semiglobalization'. The module focuses on the strategic issues that arise when firms operate across national borders. It develops a coherent way of evaluating and optimizing companies' cross-border activities with the help of concepts designed by Ghemawat, Bartlett and Porter. Some 20 case studies will be discussed exemplifying strategic marketing and strategy choices/outcomes.

This module is taught in cooperation and with the consent of Professor Pankaj Ghemawat, professor at Harvard Business School (HBS) and currently IESE (Spain) and is based on case materials provided by him. In addition, concepts and cases developed by two other HBS professors, Michael Porter and Christopher Bartlett, will be discussed.

### **Social Media and Customer Experience (Elective module)**

As social media change our world, we have to ask ourselves how we can best make use of it to be successful in our work-life or private-life. Social media is essentially a category of online media where people are talking, participating, sharing, networking, and bookmarking online. Most social media services encourage discussion, feedback, voting, comments, and sharing of information from all interested parties, be it via discussion, feedback, voting, or comments.

This module looks at Social Media as a two-way conversation with a lot of implications the organisation has to anticipate and to live with. Another unique aspect of social media is the idea of staying constantly connected or linked to other sites, resources, and people from other communities. The goal of social media is to constantly expand your network by adding like-minded people. Many social media sites come in the form of a blog, a microblog, a podcast, a videocast, a forum, wiki, or some kind of content community and can be categorised in these groups: Social news, Social sharing, Social networks, and Social bookmarking. The use of Facebook, Twitter, Xing, LinkedIn and other social media will vastly change customer experience, and issues related to Corporate Social Responsibility have to be dealt with.

### **International Organisational Behaviour (Elective module)**

People make the difference. In any organisation, whatever the size, shape, or form, effective management of people is key. Organisations

continually have to adapt to changes in the competitive environment. Their effectiveness depends vastly on the motivation, attitude and behaviour of the workforce.

The module deals with analysing and understanding, influencing and modifying the behaviour of people in international companies. The behaviour of people will be viewed at the individual interpersonal level as well as at group levels. It includes application of concepts and processes in an international environment such as personality, perception, attitude, learning, motivation, decision-making, communication, conflict, cultural change and leadership in multicultural organisations. It encompasses concepts and models of empowerment, covering the topic of designing dynamic organisations. Various design options, from mechanistic design to organic design, are being examined and research results are taken into account. Emphasis will be laid on how to develop organisations, how to develop change strategies and implement all the necessary steps leading to success.

### **Leading People in Changing Environments (Elective module)**

In this module, the focus is on describing and explaining leadership in respect of developing and maintaining the type of 'personal relations' that Adair mentions in environments subject to change. The emphasis is on leadership as a process designed – or expressed naturally – as an ability to support people, individually and collectively, as they seek to negotiate changing environments (by regardful interaction, goal-oriented instrument-based action, designing work environments and tasks).

The content of the module will be marked by the critical application of theories, models and techniques appropriate to contexts for strategic leadership. The notion of 'leading people in changing environments' is unpacked and reassembled in the form of a coherent series of insights and techniques relevant to the development of effective leadership across a range of strategic business contexts – a process considered appropriate for students taking a high-quality Master's degree in International Management.

### **International Human Resource Management (Elective module)**

Major internationally operating companies have been the principal agents of globalisation of the world, and of its markets. These companies draw on a lot of different resources: managerial talent, motivational expertise, technological know-how as well as the skills to identify favourable market conditions. Their most important resource is

their workforce. The main objective of this module is to examine how global companies excel in managing their multicultural workforce, how they develop and transfer people in cross-border processes and how they work on international reward questions.

Human resource management (HRM) is concerned with the effective and efficient management and utilisation of human resources in organisations. It should ensure the future development of the organisation and the individual alike. Effective HRM is highly crucial for success, many organisations regard Human Resource Management and Development as one of the basic responsibilities of all line managers, not just of staff specialists in the HRM department. After completing this module, participants will understand HRM both from a strategic and an operational perspective.

### **Joint Venture Collaboration and Cross-cultural Negotiation (Elective module)**

Joint Ventures through alliances and partnerships are becoming increasingly popular in a range of industries and sectors. Joint Ventures offer the potential advantages of combining all kinds of resources and sharing customer bases without the potential disadvantages of control dilution and cultural resistance. They can quickly establish excellent business groupings that are flexible and responsive, thereby reflecting the interests of the individual partners in the interests of the alliance as a whole. Any proposed Joint Venture has to generate the potential to add value to both partners. The Joint Venture must contribute towards the strategic objectives of the organisations involved, and the likely outcomes of the Joint Venture must be in line with their required strategic outcomes. Finally, the Joint Venture has to be made to work; it must be planned and executed systematically using project management tools and techniques.

The module aims at providing a thorough grounding in the science and practice of negotiation. It will lead participants into a fascinating world of international organisations based in the area of Geneva and specialized in creating win-win situations in cross-cultural negotiations. A negotiation simulation focusing on foreign direct investment and joint venture negotiations will be used.

### **Entrepreneurship and Start-Ups (Elective module)**

This module reviews the most important classical models of entrepreneurship and examines the main characteristics of entrepreneurs (or intrapreneurs) within organisations of all sizes. These organisations incorporate all sectors, be it commercial, public, or not-for-profit-dis-





tribution organisations. Latest research outcomes will be included in this assessment. Recent approaches to entrepreneurship and intrapreneurship are examined. Ways of supporting entrepreneurial culture are surveyed, and every level within the organisation will be taken account of.

The important roles of entrepreneurship and innovation in economic growth and in sustainable management are analysed by applying different models. The role and nature of small business start-ups is critically reviewed. Creative, innovative and integrative thinking with regard to sustainability are stimulated by application of various methods. Moreover, the context of innovation in a modern business environment is reviewed. The significance and outcomes of different innovation processes are examined. A proper analysis of mechanisms for protecting innovations and intellectual property will round up this module. Multiculturalism and cross-cultural competencies have been considered in the design of this module.

#### **Local Clusters and International Competitiveness (Elective module)**

The module explores the determinants of competitiveness of companies, clusters and regions or states. It addresses the issues from a bottom-up, firm-based microeconomic perspective and focuses on the importance of local clusters for the success of firms and regions. It probes in detail the ultimate sources of competitiveness which is rooted in the strategies and operating practices of locally based firms, especially internationally active companies, the vitality of clusters and the quality of the business environment in which competition takes place.

This module is taught with the permission and support of Professor M. Porter and his Institute of Strategy and Competitiveness at the Harvard Business School.

#### **Sustainable Management and Marketing (Elective Module)**

Today, most of the dominant management and marketing theories are based upon the premise that companies must rigorously pursue market-driven business objectives if they are to achieve an increase in shareholder value. In recent years, however, the gradual paradigm shift to be observed in academic discourse, and also in the public sphere, is characterised by terms such as “corporate citizenship”, “corporate social responsibility” and “corporate sustainability”. In their various connotations these terms describe the wide-ranging responsibility of a business towards its stakeholders and society as a whole.

The module deals with how companies perceive their general responsibility to society and what the specific concerns of their stakeholders are as well as their striving to develop a management approach that attempts to reconcile economic objectives with environmental and social concerns. Participants will understand the fundamental theory upon which modern concepts of sustainable development and sustainable management are based. They will be capable of defining and implementing sustainable management as a new corporate strategy and will be acquainted with the most important dimensions of sustainable management (economic, ecological and social dimension), perform analyses of companies' sustainability reports and know how companies can communicate their sustainability performance.

### **Sustainable Tourism and Event Management (Elective Module)**

Tourism has become one of the world's largest and fastest growing industries. Parallel to the increasing internationalisation of products and services, the interest for the new and exotic is seducing increasingly more travellers to extend their tacit knowledge of states and cultures. During the last couple of decades the tourism industry has experienced a virtual migration of travellers, hungry for experiences beyond the common, most of whom are domiciled in the rich northern countries. This mass invasion has had considerable impacts on the social and environmental structures of many tourist destinations. Several all-inclusive destinations having struggled with issues of environmental degradation and the dilution of the domestic culture are now turning the tables and arranging excursion, exhibitions and events with little or no harm to the ecological or social environment. This awareness is commonly referred to as sustainable tourism.

Participants will be able to identify the relevant components of sustainable tourism and event management in terms of designing and hosting top class events in business, education, culture and sports. They learn how to market and communicate these events in an efficient and sustainable way. The module includes analysis of strategies in conjunction with experts from Basel Marketing and Tourism Basel as well as those from other cities.

### **Corporate Governance and Corporate Social Responsibility (Elective module)**

The module on Corporate Governance and Corporate Social Responsibility analyses proactive and ethically sound governance approaches which ensure long term success in a competitive and dynamic environ-

ment. The module enquires into critical business issues such as human right issues, management salaries, environmental issues, whistleblowing etc. and evaluates them in terms of potential conflict between ethics and the demands of a competitive environment. The concepts of corporate governance and corporate social responsibility are the basis to develop sound business strategies to resolve the named dilemmas and to contribute to an overall corporate success.

Various approaches to and understandings of corporate governance and responsibility are explored and the relationship between the different approaches and business performance is studied. The legal framework is analysed in terms of contents and recent changes on one hand and soft regulations that go beyond legal compliance on the other. Furthermore, approaches to and instruments of implementing the strategies are outlined. The module will investigate the processes of supervision and control which are intended to ensure that the company's management acts in accordance with the interest of its stakeholders.

### **Innovation Management (Elective module)**

Why is innovation becoming crucial to corporate growth and prosperity? How is harnessing the process of designing innovation done? What must companies, whether big international players or humble start-ups, do to foster innovation in order to make growth sustainable? What is green innovation? One of the main goals for the design of this module encompasses the further development of relevant employability and professional skills. These skills are judged to be implicit in the learning outcomes.

This module will address these issues at length. It will provide answers regarding unarticulated customer needs that should be taken into account, while covering the important field of innovation responding to macro challenges such as climate change, resource depletion, growing and developing population, ageing population, unequal distribution of wealth etc. Recent approaches to innovation management including innovation culture, processes, structures and strategies are examined. Ways of creating the preconditions for innovation processes are explored. Creativity and innovation as well as technology and strategic thinking with regard to innovative frameworks are discussed with open mind. Building a systematic innovation capability that includes leadership and organization, people and skills, process and tools, culture and values through transition and transformation is emphasized.

### **Independent Learning Module (Core or Elective Module)**

One of the main focuses for the design of this module has been the application of cognitive, transferable and practical skills to a particular field of enquiry, which will simultaneously develop employability and professional skills, as appropriate. Emphasis will be placed on analysing and developing a conceptual framework for the topic(s) identified, analysing and developing methodologies for tackling the issues in question, the application of quantitative and qualitative analysis as appropriate to the field of enquiry.

This module supports postgraduate students in the preparation and submission of independent, innovative learning. It is intended for use only where the Faculty identifies a need. It enables students to study topics not provided within existing modules but within clearly defined parameters. The students should already have a background in a relevant area of study or professional practice. Facilitation will be done by a combination of group or/ and individual tutorials. The assessment method is the same for all students undertaking the module.

The independent Learning Module can alternatively involve a module offered at another school of FHNW or at another university. Students opting to study part of the MSc International Management abroad may be allowed to do maximum of three independent learning modules at a partner university abroad (replacing one core and two elective modules or three elective modules; not applicable for students enrolled in a Dual Degree programme!).

## **Cooperation with the Corporate World**

The School of Business FHNW has a tradition of collaboration with the corporate world. Strategic alliances are common, as many organisations look towards various partnering arrangements with us. We provide expertise, offering application-oriented research and development. We conduct research with business and industrial partners in Switzerland and abroad. Within the framework of the MSc in International Management, we focus on Switzerland, the UK and the BRIC countries (Brazil, Russia, India and China).

Our students will be embedded in the transfer process between the School of Business FHNW, the business world and society. This transfer project generates useful findings and concepts in the realm of application-oriented research and development, aiming at different disciplinary perspectives (international economy, strategy, organisational development, communication and global marketing).

We integrate numerous examples and case studies from the corporate world.

The programme team organises various study visits to a number of international corporations, among them Novartis, IKEA, Syngenta, Roche, UBS, Credit Suisse, KPMG, Swatch, Nestlé, the London Metal Exchange, Barclay's, Lloyds of London and the Bank of England. These close contacts with the corporate world aim at strengthening understanding of the workings of organisations which operate in the international arena.



# Research and Development

*“In theory, theory and practice are one. In practice, they are not”*

Albert Einstein

Managers are frequently required to undertake in-depth studies involving one issue or a series of interrelated business problems. These necessitate a high degree of research-based activity. We deliver a basis for systematically transferring results, knowledge and skills from research projects into our taught modules by involving our students in business research activities.

## Research Project

As preparation for the Research Project and the Master Thesis, students undertake a research skills module comprising workshops in research methodology. After gaining a sound basis of research design skills, our students undertake the Research Project which ensures that they can exercise analytical and critical skills to identify significant business problems. They are invited to determine appropriate methodologies for their problem-solving strategies including data collection, data analysis and evaluation of relevant literature in order to reach evidence-based conclusions. The work on the Research Project is fixed at 15 ECTS and equips students to tackle their Master Thesis thereafter. We do encourage part-time students willing to add value to the companies supporting them to tackle issues and topics related to actual workplace projects.

## Master Thesis

All MSc International Management students write a Master Thesis at the end of their master's programme. The thesis is the outcome of a major business project within the framework of a project with an international company. The students choose the company and the topic of the thesis and formulate the research question at the MSc level themselves. It is the purpose of the Master Thesis to develop our students' ability to relate objectives, evidence and conclusions in a co-

herent and rational manner. Students must apply scientific theories and methods. The work on the Master Thesis is fixed at 15 ECTS and corresponds to three months' full-time study. We do encourage part-time students willing to add value to the companies supporting them to tackle issues and topics in their thesis related to actual workplace challenges.

## Research Supervisor

Each student will have a research supervisor (dual degree students may have two supervisors, one from each partner university) for advice and for the discussion of problems arising during their research activities.

## International Companies

We acquire research projects from international companies (focus on Switzerland, UK, BRIC countries Brazil, Russia, India and China as well as South Africa) and we also have a service to match MSc International Management students and experts with companies who wish to achieve strategic objectives. Our institutes have close links with major companies and organisations. Projects and topics resulting from and linked with our students' own work experience are always welcome!

## Teaching and Assessments

### Methods of Teaching and Learning

The teaching and learning experience is delivered by means of lectures, tutorials, workshops and projects. The class structure and teaching methods employed will be interactive in nature, and class participation is actively encouraged. Learning will be facilitated by individual and group research, case study analysis, class discussions and small group work. Students are required to present their work both orally and in written format to complement the learning outcomes.

In addition, students undertake guided independent study by acting as a manager's shadow and collecting data regarding the manager's activities. There is an opportunity to research contemporary business issues in selected business sectors. Students will work in teams as 'management consultancy firms' and will present their findings.

The programme team organises various study visits to a number of international corporations. These close contacts with the corporate world aim at strengthening understanding of the workings of organisations which operate in the international arena.

### Assessment

Assessment of knowledge, understanding and key skills is effected either through a written assignment or portfolio, a presentation, an examination or any combination of these. These assessments will have to be submitted either as part of a group result or on an individual basis.

## Teaching Locations

The School of Business FHNW encompasses three campuses. These campuses are all located next to the main train stations of Olten, Basel, and Brugg.

Lectures, seminars and workshops of the first and third semester (autumn semester) of MSc International Management will mainly be held on the Olten campus, while the modules of the second semester (spring semester) will predominantly be offered on the Basel campus. In special cases modules may be scheduled on campuses other than Basel or Olten according to issues, topics and international institutions chosen by students.

## Testimonials

*“The MSc IM programme at FHNW has definitely helped me to make the most of my working experience, build on it, and take the next step in my career. The practical learning and real-world examples helped me to understand everyday business issues in more detail. Interactive learning is a focal point of the degree with constant debate and group work. By understanding the challenges faced in business, the MSc IM has given me the confidence to contribute valuable insight in a fast-paced team environment. I have also built life-long friendships and a network of future leaders, a priceless by-product of the MSc IM.”*

**Burger Swart**, Graduate MSc IM, South Africa

*“The Master of Science in International Management has provided me with projects, friends for life, culture, management and the capability of looking over the boarder. Being part of the International Management program made me aware of becoming international and a well prepared manager in an international environment. I got the opportunity to build up friendship all over the world and to work on the most exiting projects. The most interested experience I had was to deal with different people, with different habits and cultures, which made me open-minded, flexible and aware of taking these differences in account when having to deal with all kind of people around the globe. By completing this master’s programme, I have not just stayed a citizen of my country but have become a citizen of the globe.”*

**Calijn Surink**, Graduate MSc IM, Netherlands

*“The MSc in International Managment offered me new perspectives on business. Due to its international student corps and its up-to-date study topics it clearly helped me to better understand the conjunction points in a globalised and increasingly complex world and to apply this knowledge not only in the numerous study projects but also in my daily professional life in a multinational corporation. The part-time programme allowed me to schedule my studies according to my needs. The friendships and the intercultural exchange with students from around the world strongly enhanced my skills and helped me to see the world in a much more differentiated way.”*

**Andreas Wuehtrich**, Student MSc IM, Switzerland

*“I chose to undertake a Master in International Management at the FHNW to acquire strategic business understanding with a primary focus on current global marketing issues and cross-cultural consumer behavior. This course has the benefit of being industry-oriented and research-based. The programme gave me the opportunity to work alongside students with various international backgrounds. A trip to Brazil to visit companies across major cities made me realize the intrinsic differences in business culture and consumer attitudes between mature and emerging market. This Master has not only been a great experience but I believe the program has also brought me considerable value both on a personal and professional level.”*

**Anouk Robert**, Graduate MSc IM, Switzerland/Great Britain



## Study Tours

### **The Global Mindset – ‘Brasil ao vivo’ and ‘South Africa Live’**

What is necessary in our global economy is not a dual-mindset – home country and international – but rather a global mindset. We require a mindset that does not begin first by looking at home country opportunities and then to international opportunities. Rather, successful organizations and executives will be those that first think globally. Where is the best place in the world to build the new manufacturing plant? Which country has the best skills for our new service offering? A global mindset answers these questions without a bias toward the organization’s home country.

One of the critical steps in developing a global mindset is familiarity and comfort with non-home country settings. Understanding other countries’ economic, social, political and cultural systems is necessary. The purpose of the Brasil ao vivo Project (autumn semester) and the South Africa Live Project (spring semester) is to aid the students in the development of a truly global mindset. Through a combination of a pre-departure session, company visits, group interviews with managers, cultural activities and an analytical paper at the end, will expose the students to the realities of a huge emerging economy.

The international immersion experience that selected students are exposed to provides unique insights into a fascinating world marked by diversity. The tours aim at providing a connection between concepts and models learned in the classroom and the real world abroad. The projects can be taken as credit courses (2 ECTS).

### **Brazil is taking off with our Master of Science Programmes**

Brazil is one of the four main economies in transition characterised by rapid growth and development, representing various substantial and complex challenges. These comprise stimulating study topics and are fascinating to learn about.

How is Brazil taking off? Why did the American magazine Newsweek dedicate 14 pages to Brazil, stating that Brazil is due to play an important role in the world’s economy? Who is responsible for the fact that Nestlé Brazil is considered by consumers to be a Brazilian company? How are the famous Brazilian soap operas produced? What kind of impact will the soccer World Cup 2014 in Brazil have on the South-American giant? What about sustainable effects of the Olympic Games in Rio de Janeiro 2016?

The answers to these questions will be again provided by the “Brasil ao vivo 2012” and the “Brasil ao vivo 2013” projects dedicated to exploring Brazil’s management and leadership. 24 students, all of them participants of the FHNW, School of Business, MSc in International Management as well as MSc Business Information Systems Programme in Olten and Basel, are going to have a close look at what is to be found behind Brazil’s curtain.

In the last two weeks of November, they conduct interviews with managers (HR, Marketing, Sales, Strategy, and IT) from 14 different companies in Caxias do Sul, Belo Horizonte, São Paulo and Rio de Janeiro, explore a specific management issue (e.g. the concept of empowerment) and discuss world event management issues with football experts. Students will have the special opportunity to get real world insights into strategy development and decision finding in Brazilian companies and organizations.

The “Brasil ao vivo 2012” and the “Brasil ao vivo 2013” projects, which will be the fifth and the sixth of its kind, are led by the Deans of the Master Programmes, Prof. Dr. Thomas Buergi and Prof. Dr. Knut Hinkelmann. The students will have to write reports covering specific areas of interest giving proof of their capability of reflecting upon and demonstrating their understanding of the managerial challenges and opportunities managers face in Brazil. At an event held at BRASILEA – a hub bridging Swiss and Brazilian culture, art and economy in Basel – in December 2012 and December 2013, the master students will present their findings to a wider audience.

#### **South Africa is getting ahead – with our Master of Science Programmes**

Each year, 24 students, all of them participants of the Master of Science in International Management and the Master of Business Information Systems Programme in Olten and Basel, are having a close look at what is to be found behind South Africa’s curtain. In the last two weeks of May, they conduct interviews with managers (HR, Marketing, Sales, Strategy, and IT) from 14 different companies in Cape-town,

The study tour “South Arica Live” is currently being developed and will be conducted in spring 2013 for the first time. As part of their studies, students are provided with exciting live experiences of an international business world being exposed to a reality showing them what it really means to run a business within the socio-economic context of an emerging economy.

We are striving to provide an overview of the South African business environment, focussing on specific aspects. On top of useful information relating to the business world, we are planning to also provide historic and cultural information in order to support the study tour participants to assess how business strategies, the position of government as well as social and economic policies and programs are being designed and implemented.

The South Africa live project 2013 will be led by the Deans of the Master Programmes, Prof. Dr. Knut Hinkelmann and Prof. Dr. Thomas Buergi. The students will have to write reports covering specific areas of interest giving proof of their capability of reflecting upon and demonstrating their understanding of the challenges and opportunities managers and IT responsables face in South Africa. At an event held at the university in September 2013, the master students will present their findings to a wider audience.

## Accreditations

Both master programmes have a

- Swiss accreditation from the Federal Office for Professional Education and Technology OPET
- International accreditation from the FIBAA



## Study Fees

The regular tuition fee for full-time and part-time students is CHF 700 per semester. The regular tuition fee applies to the following students:

- domiciled in a Swiss canton or in the Principality of Liechtenstein with legal entitlement to a subsidy
- expatriate Swiss citizens
- EU or EFTA citizens
- domiciled in a Swiss canton, and holders of a residence permit that has not been issued specially for their studies

The tuition fee for students who are not eligible for the regular fee is CHF 7,500 per semester.

In addition, all students have to pay an application fee of CHF 200 as well as a diploma examination fee of CHF 300.

Each semester, a fee of CHF 100 will be charged for learning materials such as copies and slides. Students will have to buy books at their own expense.

# Addresses and Contact

## Information and Registration

Please send applications and requests to  
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