University of Applied Sciences and Arts
Northwestern Switzerland

HERIOT WATT UNIVERSITY | EDINBURGH BUSINESS SCHOOL



MBA FHNW Cross-cultural Leadership
EBS MBA Heriot-Watt University
Dual Degree Programme

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Welcome



Dear student, dear reader

Life is about making choices. You are about to embark on an exciting journey of study and growth. Enrolling in our dual degree MBA FHNW Cross-Cultural Leadership/Edinburgh Business School MBA programme (100 ETCS credits) offers you a unique experience in an international learning community in Basel, Switzerland. You will have the opportunity to share knowledge and ideas with peers from all over the world and establish future business networks. You will be committing yourself to transforming knowledge into action, inspired by a culturally diverse faculty and student community.

You will have the edge when implementing change in a challenging world. We wish you the best of luck.



Dr. Laila Kabous
Programme Head

At a Glance

Goals

The overall objective of the dual degree programme (Master of Business Administration FHNW Cross-Cultural Leadership/ Edinburgh Business School Master of Business Administration) is to educate individuals as managers and business specialists and thus enhance the quality of management as a profession. With its integrated approach to management the programme adds value for individuals seeking to take on key roles within their organisations. Students undertaking the dual degree programme of the University of Applied Sciences and Arts Northwestern Switzerland MBA (MBA FHNW Cross-Cultural Leadership) and Edinburgh Business School MBA (EBS MBA) are training to become the next generation of international-oriented executives.

The dual degree programme leads to a degree from each University, the MBA FHNW Cross-cultural Leadership degree as well as the EBS MBA degree. It is based on seven core modules, one FHNW elective module and a final FHNW master thesis focusing on a variety of topics in the area of cross-cultural management and leadership.

Our close partnership with Edinburgh Business School (EBS), Heriot-Watt University, has led us to combine our unique masters programmes and to offer outstanding module options. The dual degree study route integrates Swiss and British culture, providing students with an experience of Scottish and Swiss business clusters, history and culture.



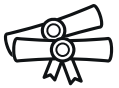
Language of Tuition

All modules of the programme are taught in English.



Duration

Students study part-time and normally take 2–3 years.
The limit to the duration of study is seven years.



Dual Degree

Upon successful completion of this postgraduate programme, students are awarded the dual degree, which consists of:

– the degree Master of Business Administration FHNW Cross-Cultural Leadership (University of Applied Sciences and Arts Northwestern Switzerland, School of Business Basel/Brugg/Olten)
– the degree Master of Business Administration (Heriot-Watt University, Edinburgh Business School, UK)



Study Concept

Part-time, modular structure, 100 ECTS credits



Start of the Programme

March (tuition start March), September (tuition start September) and December (tuition start December)



Fees

Programme fees are paid on a module-by-module basis.
This enables students to spread the cost across the duration of their studies. The fee per module is CHF 2 800 and is payable to FHNW, School of Business. This includes the comprehensive module material, access to the EBS interactive learning platform and tuition in Basel.
Students will be charged an additional GPB 160 exam fee (payable to Edinburgh Business School) per module.

School of Business FHNW

School of Business

The School of Business FHNW is a leading house in the field of executive education with around 130 programmes (Master of Business Administration, Master of Advanced Studies, modules, seminars, symposia). The school is active in business consulting, applied research and development and teaches more than 2 650 Bachelor students. Two Bologna Masters programmes (MSc) in Business Information Systems and in International Management are taught entirely in English.

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.

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, NonProfit 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 Expertise Through Research

Together with research partners located regionally or nationally, companies operating internationally, 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

Quality management at the FHNW School of Business makes an important contribution to the continuous optimisation of our core business in undergraduate/graduate and executive education as well as our research and services with a proven high impact in practice and research.

The FHNW University of Applied Sciences Northwestern Switzerland as a whole is accredited by the Swiss Accreditation Council. The School of Business FHNW is accredited by AACSB (Association to Advance Collegiate Schools of Business) – one of the most renowned accreditation organisations for business schools worldwide. The quality label «AACSB accredited» certifies that the school belongs to the top world's business schools.

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).

Programme

Our close partnership with Edinburgh Business School (EBS), Heriot-Watt University, has led us to combine our unique masters of business administration programmes in order to offer outstanding study routes. The dual degree study route integrates Swiss and British culture, providing students with experience of the Scottish and North-western Swiss business clusters, history and culture.

EBS is an applied business school, and the entire programme gives every student a broad and deep range of applied management and business skills. The EBS MBA programme is entirely modular and delivery is flexible. EBS operates on a learning rather than on a teaching model, and each module is designed for self-study. All modules may be downloaded by students in web format, which consists of the basic text, past papers and solutions, additional case studies and other learning materials as well as a self-assessment system and access to academic staff via a web board.

FHNW operates a blended learning model, using the strengths of the EBS approach and providing value added learning support through tuition in Basel, which is seminar-based and student-led. The FHNW faculty provides active learning sessions through case studies, simulations, group work, presentations, discussions and practical exercises, which all reflect and relate to real-life business experiences.

FHNW sets a research task with tutor supported research methods sessions one-to-one tutory sessions support students in designing, implementing and reporting on their research topic. a whole is accredited by the Swiss Accreditation Council. The School of Business FHNW is accredited by AACSB (Association to Advance Collegiate Schools of Business) – one of the most renowned accreditation organisations for business schools world-wide. The quality label «AACSB accredited» certifies that the school belongs to the top world's business schools.

Entry Requirements

The entry requirements for the dual degree programme consist of:
an undergraduate degree (bachelor's degrees) or an equivalent qualification from a recognised academic institution as well as at least three years relevant levels of work experience, two written work references as well as very good or excellent linguistic abilities in English (equivalent to level C1, CAE/BEC Higher).

A limited number of applicants without an undergraduate degree may be considered if they have a minimum of five years full-time business experience.

All students providing evidence of meeting the entry requirements will be invited for an interview.

Teaching Locations

Tuition will be offered on the FHNW Basel Campus.

Workshop Days and Times

The programme has a modular structure, and students may take one to three modules per term, depending on the number of courses/modules offered and the planned duration of their studies.

Each module consists of four workshop days.
Workshops take place on Saturdays once or twice a month.

Session mode: Saturday form 09:00am till 03:00pm

In addition to attending the workshops, students are expected to devote 12–14 hours per module and week to self-study. Each module requires an average of 250 overall study hours.



Benefits for Students/Careers

The overall objective of the dual degree programme is to educate individuals as managers and business specialists and thus enhance the quality of management as a profession. With its integrated approach to management the programme adds value for individuals seeking to take on key roles within their organisations. The MBA FHNW Cross-Cultural Leadership/EBS MBA programme is a demanding, broad-based management degree, which enables students to:

- develop a core knowledge of subjects fundamental to management
- develop analytical skills indispensable to problem-solving and decision-making
- understand the art and science of management and human behaviour in organisations
- gain insight into the changing business, economic, social and political environments which affect organisations
- integrate the business disciplines and develop the reflective skills that underpin strategic analysis.

Scholarship, Enquiry and Research

The learning model and curriculum requires students to develop and apply their learning to their own professional experience and to wider developments in business and management. The tuition and programme offered by FHNW supports students in applying their learning to a local and global context. The master thesis develops research skills and the use of rigorous research methods within a business context.

Industrial, Commercial and Professional Practice

A fundamental tenet of both the teaching programme and the research thesis is that they are designed to train students to apply their knowledge and understanding of theoratical models to the real-world business environment as represented both by case studies and their own professional practice.

Autonomy, Accountability and Working with Others

The applied learning model helps students to become independent learners with highly developed self-management skills. During the MBA journey students have the opportunity to work in groups with other students.

The dual degree study route adds value through the provision of a programme of interactive tuition, framing the concepts and theories of management within a European and global context. Furthermore, the elective module and the master thesis add an intercultural and cross-cultural dimension to the focus of students' learning and research, as they apply their learning within a cultural context.

Curriculum and Modules

Module Groups	ECTS
1. Core Modules	
– People, Work and Organisations	10
– Financial Decision Making	10
– Strategic Marketing	10
– Delivering Successful Projects	10
– Leadership - Leading across Cultures	10
– Intercultural Negotiation and Communication	10
– Developing and Executing Strategy	15
Core Modules ECTS Credits	**75**
2. FHNW Elective Modules	
Students choose one elective from:	
– International Entrepreneurship	10
– Digital Transformation	10
– Managing Innovations	10
FHNW Elective Module ECTS Credits	**10**
3. FHNW Master Thesis ECTS Credits	**15**
Total Credits per Student ECTS Credits	**100**

Students choose the 7 core courses/modules; students choose 1 FHNW elective module (in exceptional cases, an elective of EBS may be chosen in which case the elective has to be studied as a selftaught module). When students have completed and passed these 8 modules, they undertake the FHNW master thesis, which includes a taught component on research methods.

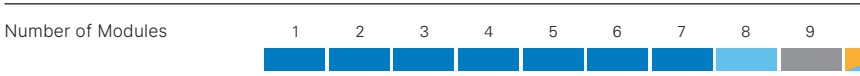


Module Structure

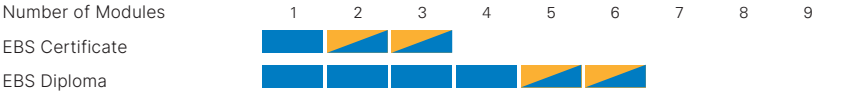
Dual Degree MBA FHNW Cross-Cultural Leadership/EBS MBA



Dual Degree MBA FHNW Cross-Cultural Leadership/EBS MBA Specialism



EBS Certificate or EBS Diploma



EBS Core Module

EBS Elective Module

EBS Core or Elective Module

FHNW Elective Module

EBS Elective Module

FHNW Master Thesis

Core Modules

People, Work and Organisations

An organisation continually has to adapt to changes in the competitive environment. The module examines a range of ideas that provide insights into how people behave at work and provide managers with the opportunity to apply theoretical principles to real life organizational issues. Students will develop a detailed appreciation of factors influencing how people behave at work and how these link to performance. At its core, the module aims to equip students with the skills and knowledge to positively impact on individual, team and organisational performance in a variety of dynamic organisational contexts.

Topics covered

– Understanding behaviour in organisations
– Individual differences
– Motivation and engagement
– Work group dynamics
– Power, politics and conflicts
– Designing effective organisations
– Organisational culture
– Organisational change

Financial Decision Making

Different investment projects generate different cash flows and different levels of risk. The problem is that choices have to be made among competing uses for funds because businesses typically face constraints on the availability of capital. The Financial Decision Making module aims to provide students with a set of financial and accounting tools that enables them to interpret financial information from a variety of sources and to make informed and effective financial decisions. The module provides a practical approach to the crucial finance and accounting issues that affect organisations in today's business environment.

Topics covered

– The financial landscape
– Financial accounting
– Working capital management
– Budgeting
– Financial tools
– Capital budgeting and investment appraisal
– Financing, payout and management

Leadership – Leading across Cultures

Leadership is enacted differently depending on the context. Developing an understanding of leadership across a range of strategic business contexts and across cultural imprints is crucial.

The module examines the concept of leadership in globally operating organisations, explores major theoretical developments in how leadership is understood and provides opportunities to reflect on real-life and cross-cultural leadership issues. The module aims to develop in students a critical appreciation of the role of leadership theory, styles, context and practice in a range of organisational, social and cross-cultural contexts.

Topics covered

– Introduction to leadership
– The evolution of leadership
– Modern theories of leadership
– Leadership in contexts
– Leading in different cultural and changing environments
– Leadership and ethics
– Developing leadership

Delivering Successful Projects

Implementing organisational change can be visualised as a project with time, cost and quality trade-offs. Project management tools and techniques are essential in keeping change processes on track. The aim of Delivering Successful business Projects module is to equip students with the necessary skills to conceive, plan, control and deliver projects, for enabling successful realisation of business objectives, through the use of the practical framework of project management. The module covers the fundamental concepts of the project management discipline and how it assists organisations in materialising their strategic and change objectives.

Topics covered

– Projects in the organisational context
– Leadership and behavioural aspects of human resources
– How the project manager and the project team work
– Project success criteria
– Qualitative and quantitative planning and control processes
– Project conclusions, strategic intent, final evaluation and reporting

Developing and Executing Strategy

Strategy is about building capability but at the same time being dynamic. It's about having a vision for the future, but also adapting to circumstances as they arise. Developing and Executing Strategy is the capstone module on the MBA programme. The module addresses key areas of strategic management, which is concerned with the long term direction and performance of the organisation. The aim of this module is to provide students with an overview of strategic management as an academicdiscipline and a field of practice, provide an outline of the different aspects of strategy and demonstrate how the key management disciplines that make up the MBA core can be integrated into a strategic decision-making framework.
Developing and Executing Strategy begins by examining the evolution of management and academic thinking around strategy and strategic management, reviews the diversity of contemporary strategy theory and practice and examines the role of strategy in the management of different types of organisations. The module then examines a variety of aspects of strategy, such as strategic intent, analysis, strategic options and implementation. At each stage the links with other management disciplines are considered. Finally an integrative framework for strategic decision-making is presented, which facilitates a holistic approach to complex business and management issues.

Topics covered

– Introduction to Strategy and Strategists
– Strategic Intent
– Strategic Issue Diagnosis
– Interpreting and Analysing the Environment
– Analysing the Organisation
– Generating, Selecting and Evaluating Strategic Options
– Strategy Implementation and Practice

Strategic Marketing

In highly competitive markets the success or failure of a product or service may be determined by the marketing decisions taken. Strategic marketing can be defined as "Obtaining, marshalling, deploying, controlling and assessing the effectiveness of organisational marketing resources in order to deliver the organisational mission, vision, values and objectives in its chosen product/markets". The Strategic Marketing module aims to provide students with the necessary tools and frameworks to enable them to make proactive marketing decisions that take best advantage of the conditions in which the organisation finds itself. The module will also help you develop and implement marketing strategies and programmes which take best advantage of your organisation's situation.

Topics covered

– Marketing management for a turbulent era
– Marketing fit with corporate and business strategies
– Marketing environmental insights
– Customer insights and customer connections
– Marketing insights for demand measurement
– Segmentation and target marketing
– Branding and positioning
– Marketing strategies for competitive and market scenarios
– The integrated marketing mix
– Organising, planning, delivering and measuring market performance

Intercultural Negotiation and Communication

Negotiation is one of several means that help managers make decisions. It is neither superior nor inferior to other forms of decision-making. It is appropriate in some circumstances but not in others. Management is complex and deciding when negotiation is appropriate is just one aspect. The module aims to provide a thorough grounding in the science and practice of negotiation. Academic disciplines such as economics, psychology, sociology, politics, anthropology and mathematics have researched negotiation and much of this material forms the basis for its scientific analysis.

Topics covered

– What is negotiation?
– Distributive bargaining: strategy and tactics, stages and phases
– Integrative bargaining: Positions, interests and options for mutual gain
– 3-D negotiation: Developing trust in cross-cultural business negotiations
– The impact of conflict management styles, communication styles and power dynamics on negotiations
– The psychological sub-processes of percephon, cognition and emotion
– The relevance of game theory to negotiation



FHNW Elective Modules

Digital Transformation

The rapid development of digital technologies has accelerated disruption across industries, creating significant opportunities, challenges, and uncertainty for organisations. This module develops students' understanding of digital disruption and its implications for business and society. It explores emerging technologies, digital business model innovation, and approaches to managing organisational change in complex and dynamic environments. Students also develop competencies in digital leadership and collaborative value creation.

Topics covered

- Digital disruption and its impact on business and society
- Emerging digital technologies (e.g. AI, blockchain, machine learning, big data) and applications
- Digital business model innovation and Industry 4.0 value creation
- Platforms, data-driven ecosystems, and digital value networks
- Digital leadership and collaborative innovation cultures
- Managing organisational change in complex and dynamic environments
- Personal development for digital leadership readiness

International Entrepreneurship

The increasing globalization of markets has expanded opportunities for entrepreneurial activity across national boundaries while introducing new complexities and uncertainties. This Module develops a systematic understanding of international entrepreneurship, focusing on key theories, processes, and mechanisms of venture creation and growth in a global context. Students examine classical and contemporary models of international entrepreneurship and the characteristics of entrepreneurs operating within diverse organisational and cultural settings. The Module further develops cross-cultural competence and analytical skills for identifying and managing entrepreneurial opportunities in an international environment.

Topics covered

- Comparative analysis of international entrepreneurship and innovation paradigms
- Strategic and organizational challenges of founding and scaling global start-ups
- Managerial design, presentation, and critical evaluation of business plans
- Strategic management of intellectual property and innovation assets across international markets
- Intrapreneurship and the role of entrepreneurial behaviour within established organizations

Managing Innovation

Innovation is a key driver of organisational competitiveness and long-term value creation in increasingly dynamic markets. This Module develops students' understanding of how innovation can be strategically managed within organisations. It examines core concepts, processes, and types of innovation, and explores how innovation is aligned with corporate and business strategy. The Module further addresses organisational structures, leadership approaches, and managerial tools that enable the development and implementation of effective innovation practices and innovative cultures.

Topics covered

- Conceptual foundations and strategic relevance of innovation management
- Types, dimensions, and process models of innovation
- Innovation strategy and alignment with corporate and business-level strategy
- Organizational and leadership approaches to fostering an innovative culture
- Managerial tools and practices for implementing innovation

MBA Specialism

Specialism in Strategy

Non-tutored electives
– Entrepreneurship and Creativity
– Entrepreneurial Venturing
– Research Methods for Business
– Business Negotiation
– Mergers, Acquisitions and Restructuring

Specialism in Finance

Non-tutored electives
– Research Methods for Business
– Lending and Credit Risk Analysis
– Financial Derivatives
– Managing Financial Risk
– Mergers, Acquisitions and Restructuring

Specialism in Logistics and Supply Chain Management

Non-tutored electives
– Global Purschasing and Supply
– Strategies for Managing Supply Chains
– Green and Sustainable Logistics
– Logistics Operations: Freight Transport and Warehousing
– Humanitarian Logistics

Specialism in Business Analytics

Non-tutored electives
– Business Analytics
– Big Data Analytics for Business
– Performance Management for Business
– Business Consultancy
– Network Analysis

Master Thesis

Managers are frequently required to undertake in-depth studies involving one issue or a series of interrelated business problems. These necessitate a research-based approach. We involve our students in business research and provide a platform for them to systematically transfer their results, knowledge and skills gained to our taught modules.

Research Skills Module

As a preparation for the master thesis, students undertake a research skills module comprising workshops in research methodology. They are invited to identify appropriate methodologies for their problem-solving strategies, including data collection, data analysis and evaluation of relevant literature, in order to reach evidence-based conclusions.

Master Thesis

All students will write a master thesis at the end of their masters programme. The thesis is the outcome of a major business project within the framework of a project with an international company. The students themselves choose the company and the topic of their thesis and formulate the research question at the MBA level. It is the purpose of the master thesis to develop our students' ability to relate objectives, evidence and conclusions in a coherent and rational manner. Students must apply scientific theories and methods. The work on the master thesis is fixed at 15 ECTS and corresponds to six months part-time study.

Research Supervisor

Each student has a research supervisor for advice and for the discussion of challenges arising during their research period. Further experts with business experience are involved.

Programme Fee

Programme fees are paid on a module-by-module basis. This enables students to spread the cost across the duration of their studies.
The fee per module is CHF 2 800 and is payable to FHNW, School of Business. This includes the comprehensive module material, access to the interactive learning platform of EBS and tuition in Basel.

Students will be charged an additional examination fee of GBP 160 examination fees per module.

Teaching

Tuition will be offered on the FHNW Basel Campus.

Assessment

Assessment of knowledge, understanding and key skills is carried out by means of a written examination for the core modules and either a written assignment or portfolio, an examination or any combination of these for the elective modules.

All assessments are submitted on an individual basis.

There are three examination weeks per year:
April/May, August and December

Assessment of each core module exam consists of a written examination. All questions are compulsory. Exam scripts are marked by EBS and FHNW Faculty and are rigorously scrutinised by external examiners from other UK universities.

Students are permitted a maximum of two examination attempts for each module.

Final Degree

Upon successful completion of this postgraduate programme, students are awarded the dual degree (100 ECTS), which consists of:

– **Master of Business Administration FHNW**
Cross-Cultural Leadership
(University of Applied Sciences and Arts Northwestern Switzerland, School of Business Basel/Brugg/Olten)

– **Master of Business Administration**
(Heriot-Watt University, Edinburgh Business School, UK)

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Content published within this prospectus is correct at the time of publication.
FHNW, School of Business reserves the right to change details at any time.

The FHNW University of Applied Sciences and Arts Northwestern Switzerland comprises the following schools:

- FHNW School of Applied Psychology
- FHNW School of Architecture, Construction and Geomatics
- Basel Academy of Art and Design FHNW
- **FHNW School of Business**
- FHNW School of Computer Science
- FHNW School of Education
- FHNW School of Engineering and Environment
- FHNW School of Life Sciences
- Basel Academy of Music FHNW
- FHNW School of Social Work

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