

**Growing through *diversity,*
learning through *partnership***

Part-time 2 year programme
Blended learning: online and residential
6 consortium partners
Intakes in September and January

www.euomba.org

The best of both worlds

What do we mean when we say that the Euro*MBA offers the best of both worlds? The best of which worlds? In my eyes, the Euro*MBA captures the best of both worlds by being traditional yet innovative.

What makes us traditional? First, like most MBA programmes we offer managers an **all-round management education**, ensuring that we cover core topics such as Strategic Management, Finance, Marketing and Change Management. Secondly, participants receive education not only from distinguished faculty but also have the opportunity to discuss management issues with a variety of industry experts. Third, as in traditional MBAs, we also provide the opportunity for participants to meet other professionals face-to-face, so that knowledge can be shared and networks can be developed.

Why are we innovative? We want to give our participants something more than the knowledge provided by most MBA programmes and this we do through our **thematic residential programme**. By using the expertise of our six partner institutions, we integrate functional knowledge by looking at contemporary issues in management such as **Corporate Social Responsibility, Entrepreneurship, Innovation Management, Strategic**

Change, Management in Emerging Economies and Business Life Cycles. But besides these knowledge-based courses, we also offer participants the chance to develop their leadership skills. This we do through our **leadership programme** where we cover topics such as negotiation, decision-making, conflict management and coaching. And finally, we want participants to develop an **international network**. Given our combination of online and face-to-face education, we attract managers from all over the world, ensuring that fellow participants will be bringing their experience and knowledge from the four corners of the planet. Imagine the value of discussing CSR issues with a Rwandan HR manager from the UN working in Congo or the value of discussing a business project with a German R&D director in biotechnology working in the US.

So when we say we offer the best of both worlds, we mean we offer the best of many worlds. The Euro*MBA will make a difference in your life. Choose which of your worlds you want to develop; the Euro*MBA will help you achieve it.

*Dr. Stuart Dixon, Programme Director Euro*MBA*



The Euro*MBA Consortium

The Euro*MBA is a programme set up by a **consortium of six top European universities and business schools**. The idea behind the consortium is to offer a truly European MBA programme which can incorporate both the diversity and quality of education that each institution represents. The network set-up of the consortium provides for a wide range of European business experts and ensures close ties with the business community. The Euro*MBA leads to the MBA **diploma** of the full consortium members.

Rankings and accreditations

The Euro*MBA is rated in the top four worldwide in the report on online management education published by The Economist WhichMBA? Guide.

The Euro*MBA is AMBA accredited.



Rankings accreditations

AUDENCIA Nantes School of Management, France

EQUIS, AMBA and AACSB accredited

Audencia Nantes is a reference in business education and is among less than 1% of business schools in the world holding the three major international accreditations: AACSB, Equis and Association of MBAs. Audencia is also ranked among the best business schools in the world: Financial Times, Master in Management ranked 18 in 2010, The Economist, IMBA ranked #72 in 2010.



EADA - Escuela de Alta Dirección y Administración, Barcelona, Spain

EQUIS and AMBA accredited

EADA ranks among the world's 100 top business schools according to The Financial Times and The Economist and the school has also been awarded the 2 most prestigious International Quality Certifications, AMBA and EQUIS. With a longstanding tradition of over 50 years in education, EADA, located in the heart of Barcelona, is one of Spain's most important business schools.



HHL - Leipzig Graduate School of Management, Germany

ACQUIN and AACSB accredited

HHL is Germany's oldest business school and one of the country's leading management institutions. In December 2009, The Financial Times ranked HHL's full-time MBA programme No. 1 in Germany and No. 34 in Europe. HHL is AACSB and ACQUIN accredited.



IAE Aix Graduate School of Management, Aix-en-Provence, France

EQUIS and AMBA accredited

The IAE Aix, a pioneer in experiential business training, is the School of Management of the Aix-Marseille University, one of the biggest universities in France. Located in the South of France near Marseille, it has been dedicated to post-graduate business education and research since 1955.



Kozminski University, Warsaw, Poland

EQUIS, AMBA and Ceeman accredited

Kozminski University is the most accredited and renowned university in Poland and the region of Central and Eastern Europe. In 2010, Kozminski University was classified as the best business school in Central and Eastern Europe in The Financial Times European Business Schools Ranking. The Financial Times also ranked Kozminski's Global Master in Management No.30 and it is the only provider of an Executive MBA programme in Central and Eastern Europe listed in The Financial Times Global EMBA ranking 2010.



KOZMINSKI UNIVERSITY

Maastricht University School of Business and Economics, Maastricht, the Netherlands

EQUIS, AMBA and AACSB accredited

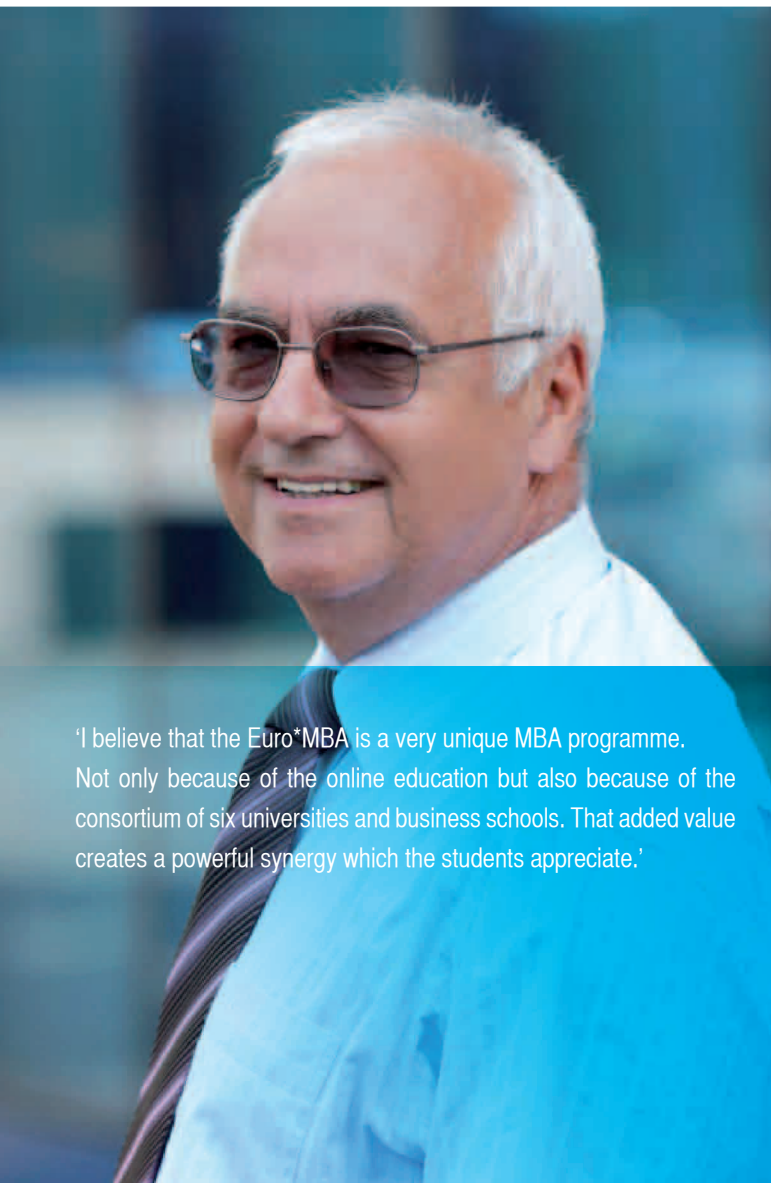
The programmes of the School of Business and Economics (SBE) are ranked first among Dutch educational programmes. Its triple international accreditation – AACSB, EQUIS/efmd and AMBA – and top positions in the rankings – The Financial Times, Elsevier and The Economist – show that Maastricht University SBE can easily compete with other top universities worldwide.



Maastricht University

School of Business and Economics

Professor Dr. Witold Bielecki, Deputy Rector Kozminski University, Chairman of the Euro*MBA Board of Directors



'I believe that the Euro*MBA is a very unique MBA programme. Not only because of the online education but also because of the consortium of six universities and business schools. That added value creates a powerful synergy which the students appreciate.'

Faculty

The Euro*MBA has an international-class faculty of more than **200 professors** from its partner schools. Their substantial academic and business background brings new conceptual approaches and analytical methods to course materials, without neglecting practical issues and their impact on the business environment.

Professor Luis Torras, Strategic Management, EADA Barcelona Escuela de Alta Dirección y Administración, Academic Council member Euro*MBA

'Participating in the design and implementation of the Euro*MBA has been a great experience. Year after year the members of the Academic Council have been challenged by the demands of a highly qualified and motivated group of culturally diverse international managers. I have observed the personal and professional development of the participants as they encountered and were challenged by a group of colleagues with very different backgrounds, with very high levels of motivation, resilience and determination. I have also observed how they struggled to overcome the academic obstacles they were faced with, while having to juggle family responsibilities and manage a very demanding professional agenda.

Socialising with them during the residential weeks has been an extraordinary source of unique information about their countries, their companies, their cultural and social backgrounds, their highs and lows and about life in general.'



Lifelong learning

The Euro*MBA is only the beginning of participants' personal and professional development. In addition to the Euro*MBA Alumni Association, graduates are welcomed to join the alumni association of each consortium partner, and as such are entitled to participate in all their alumni events. Regular activities held inside and outside Europe include specialised modules and workshops especially set up for alumni during the residential week programme and MBA update courses.



The Euro*MBA has more than **190** alumni from **35** different countries.



Jordi Torras, Spanish

Class of 2000, CEO at Inbenta

'When I started this programme I was running my own consulting firm. I had very little time available, a lot of hard work and very limited knowledge of what businesses actually were. This MBA dramatically helped me boost growth for my company through all the valuable knowledge I learned on management. My company reached the level of 210 employees one and a half years after I finished my Euro*MBA and I managed to sell the business to an international group thus successfully capitalising many years of great efforts. Later I founded a software company specialised in Artificial Intelligence with a much wider international scope, operating in Barcelona, Paris, Lisbon and South America. Since its creation in 2005, INBENTA has grown at a yearly average of 250%. The Euro*MBA is still helping me to achieve these goals through its international network and active Alumni Association, and its permanent training programmes.'

In a recent survey to Euro*MBA alumni, approximately 27% of Euro*MBA graduates start up their own ventures.



The programme

Since its inception in 1996, the keywords of the Euro*MBA include the strong **international network** of students and alumni, coverage of international business and management topics, **flexibility through combination of distance and residential learning**, **multicultural team projects**, use of information and communication technology and **international accreditation and recognition**. The programme is international in all aspects – organisation, involved executive and professors, students, course content, locations thanks to the Euro*MBA consortium members.

The Euro*MBA network represents over 40 nationalities and comprises professionals from a wide range of industries: an enormous plus in the global environment.

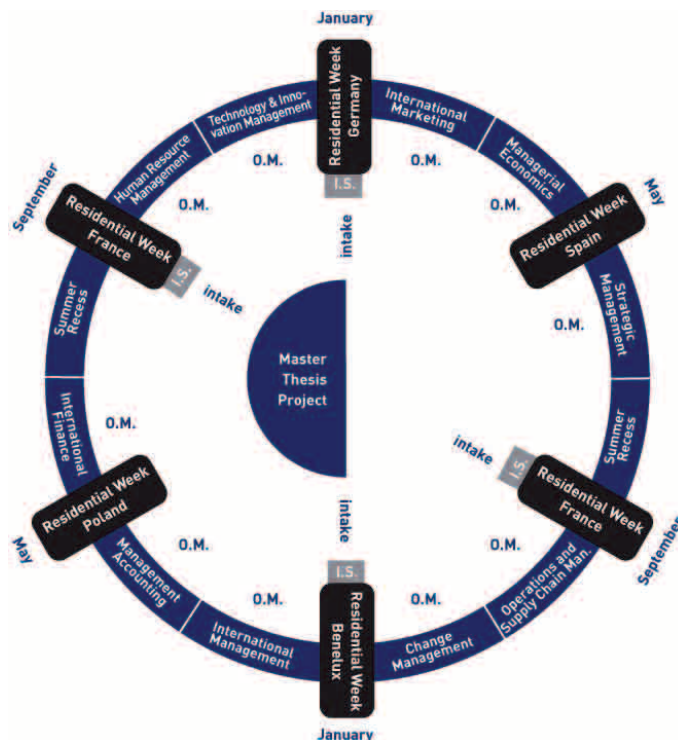
Personal and professional growth

The Euro*MBA's special combination of residential weeks and online modules provides participants with a chance to develop their managerial skills, deepen their business knowledge, sharpen their analytical abilities and study from anywhere in the world. The programme not only covers the core elements of management, but also the essential interpersonal skills that managers need if they are to be successful leaders.

At a glance:

- An **introduction seminar** is organised to integrate new participants into the programme, providing them with important communication and IT skills needed for the virtual and multicultural learning environment.
- Six **residential weeks** throughout Europe which cover a wide spectrum of topics on European business and current management issues. Company visits and leadership training provide participants with practical skills and insights.
- The **ten core distance-learning business modules** help develop an in-depth view needed for general management positions and give a chance to build a solid international network via the multicultural teamwork. Study is possible anytime and anywhere, with daily online support from international staff. Participants estimate a workload of between ten and fifteen hours per week.
- The **Master Thesis** provides the opportunity to use the skills obtained on the programme and to apply them to real management issues. Each participant is assigned a Master Thesis tutor who is a faculty member from one of the partner institutions.

Structure



I.S. = Introduction Seminar	O.M. = Online Module	
Start: Introduction Seminar Programme 4 days	Online Module, period 4 months 8 weeks per module	Residential Week 7 days
Programme Length 24 months, 1800 hours of study	Numbers of students per year 25 - 35	
Intakes September, January	Enrollment deadline July 15, November 15	

Multicultural virtual teamwork: how does it work?

Virtual learning combined with internet technology allows managers from various cultural, national and business backgrounds to work together, without having to cross borders. Moreover, the online courses also allow flexibility in when and where to study. As no lectures are required, participants can study when they want, making it easier to plan both study and work schedules.

The Euro*MBA's education system is developed around group interaction and teamwork. For each module, participants are assigned to a course team where they are required to work on group assignments which are a great source of interaction and motivation. Through team rooms, discussion boards and proactive teaching, students work together in multicultural teams. Participants have the opportunity to learn, not only from the course materials, but also from each other, in a virtual e-learning environment.

Introduction Seminar

At the start of the Euro*MBA programme, all new students attend the introduction seminar from Friday afternoon until Monday afternoon. This introduction seminar takes place twice a year, during the intakes in **September** and **January** and allows participants to:

- Get to know their fellow students.
- Get their group consultancy project off to a good start.
- Acquire skills needed to perform well in the Euro*MBA programme: writing and presentation skills, teamwork and multicultural communication, Lotus Notes, teambuilding activities, kick off session for the online courses.
- Get to know the Euro*MBA staff and the Euro*MBA programme and procedures.

Oksana Bayuk, Ukrainian

Class of January 2010, Marketing Director

'During my Introduction Seminar I entered a special atmosphere of constant learning: different experience and business backgrounds, different nationalities, races and accents, different cultures, heritage and ways of thinking. This atmosphere is so rich that your mind and consciousness are in constant development.'



It is of vital importance to know the other team members well before working in virtual teams for four months. Sunday afternoon is reserved for team building activities. Participants will work together with their course team of four to six members, composed of a team leader/mentor and participants of different seniority in the programme. A minimum of three nationalities are represented in each course team.

The Euro*MBA programme consists of six compulsory face-to-face residential weeks, spread across the two-year cycle. The residential weeks provide participants with the opportunity to meet their professors before the start of new online courses while they put down their textbooks and apply their knowledge and experience. In addition, each week covers contemporary themes in management, as well as providing training on a range of leadership skills. Participants will receive lectures from experts and professionals on hot business issues, work on group projects and receive management skills training.

Claude Pernette, French,

Class of September 2009, Financial Processes Manager at Sanofi-Aventis

'The residential week is where the Euro*MBA brings all its value. It groups together people from so many different countries with so many different goals in business (or NGOs) that it strives to open minds to understand why we act or think differently. Any input or reaction is valuable. It helps to get back energy from the group because everybody is facing the same situation and we can share our experiences as students. It is also a way to close the books used in the last two modules and open up the window on forthcoming lessons.'



Themes

Each partner provides one residential week on a contemporary theme in management. The themes present a general focus for the week and highlight issues that managers need to consider in today's dynamic business environment.

Residential week overview

Residential Week	Soft skills training	Theme
Audencia Nantes School of Management (France)	Coaching skills	Corporate social responsibility
EADA Escuela de Alta Direccion y Administracion, Barcelona (Spain)	International negotiation	Business life cycles
IAE Aix Graduate School of Management, Aix-en-Provence (France)	Emotional intelligence	Entrepreneurship
HHL-Leipzig Graduate School of Management (Germany)	Problem solving	Managing strategic innovation
Kozminski University, Warsaw (Poland)	Decision making	Managing emerging markets
Maastricht University School of Business and Economics (the Netherlands)	Influencing / interaction skills	Organisational learning and transformational change

Soft skills training

As a complement to the residential week themes, training is also provided on a number of soft skills. Successful management of businesses worldwide requires not only a thorough theoretical and practical understanding of business, economics and cultural differences. It demands excellent international communication, negotiation, leadership and team building skills as well. These soft skills modules give managers the opportunity to discover and develop their personal strengths as well as improving their weaker points and progressing.

Online/Distance-learning courses

The Euro*MBA consists of 10 distance-learning courses:

International Marketing

The objective of this distance-learning course is to develop the competencies needed to cope with the challenges of international consumer and business markets, competitors and potential market segments both nationally and internationally.

Strategic Management

Firms operate in a complex environment and managers need to understand, create and adapt to this constantly changing and always challenging world in order to gain and sustain a competitive advantage. This distance-learning course provides a rigorous analytical view of the firm (and the transactional environment) that is highly useful in the process of strategic decision making.

Change Management

This course is about how to manage change in organisations. It shows the importance of having the right balance between an ability to manage down - to have the skills to use communication, motivation and participation, to mobilise and lead a group of people in a certain direction - and an ability to manage up - to have the team building and political skills to build coalitions and supports to achieve a result. In addition, students explore the attributes of a successful change agent and gain an insight into career and professional development.

International Management

Managers must also be able to develop effective strategies to cope with the challenges of international competition. International Management is an integrative course that brings together all international elements of business. Using cases and recent publications in this field, this distance-learning course provides a structured synthesis of the main issues that managers face, focusing heavily on intercultural aspects.

Management Accounting

Management Accounting provides the tools that a modern manager needs to enhance decision making and management control and involves influencing managers and other members of the organisation to ensure that the core business is performed effectively and efficiently.

Professor Dorota Dobija,
Management Accounting, Kozminski University

'I enjoy observing how the participants of the Euro*MBA are (re)discovering accounting. The clue is not about numbers but about what is behind them and the art of interpretation.'



Human Resource Management

As markets are opening up, firms are finding themselves in increasingly competitive environments. To survive, they must take every part of the business unit seriously. By successfully managing HR firms are able to ensure a sustained competitive advantage over rivals. This distance-learning course provides an analysis of the roles of HRM, focusing on the main issues of staffing, development, compensation and governance.

International Financial Management

The aim of this distance-learning course is to provide a conceptual framework for the analysis of the key financial decisions of multinational firms. It focuses on the determinants and consequences of decision making in an international context.

Technology and Innovation Management

This distance-learning course focuses on evolutionary theories of technology, strategy and organisation. It examines how core technology can be integrated into business strategy, analyses the substance of technology, discusses technology implementation strategies and studies the creation and implementation of development strategies.

Managerial Economics

This course aims to make the participant familiar with the language and method of economics, and in the process, reveal hidden truths behind many common observations. Why is it that mergers also benefit competitors not involved in the merger? Why do price wars only occur in economic downturns? How can internet price transparency increase the chance of higher prices? All these questions and many more will be answered during the course.

Operations and Supply Chain Management

This distance-learning course focuses on delivering both a theoretical and a practical approach and analyses tools, techniques and cases from industry. The course enables students to analyse a manufacturing or service operation and to recommend a variety of appropriate courses of action.

The Master Thesis

The Master Thesis is the final exercise in the distance-learning Euro*MBA programme. All knowledge and skills that students have learned during the two years of the programme are represented in the Master Thesis. Moreover, the Master Thesis is a chance to deepen an understanding of each participant's company and sector within a specific area. Each participant is assigned a Master Thesis tutor who is a member of faculty from one of the partner institutions and an expert in the subject chosen.

Micheal Herrler, German/American

Class of January 2007, Entrepreneur, consultant and part-time lecturer

'The Euro*MBA helped me to develop skills and a way of thinking that is beyond traditional business education. After finishing my course work I decided to learn more about social entrepreneurship. As a consequence, I started my own business. I had the opportunity to defend the company's business plan with distinction in Maastricht. It was a great moment that will stay in my memories!'



Student body profile

The Euro*MBA programme is aimed at international managers and professionals who are open-minded, dynamic, eager to learn and contribute to the community and have a professional background.

Average age: 36

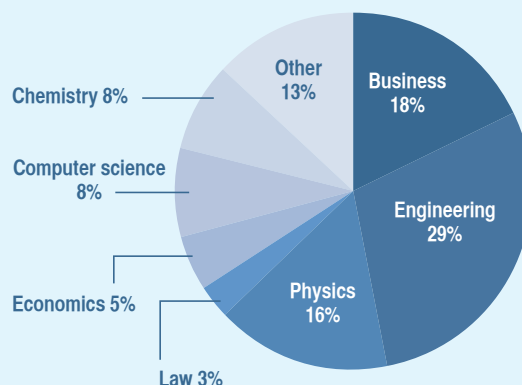
Average work experience: 11 years

Expatriates: >47%

Nationalities represented: >28

Male/Female: 70%/30%

Educational Background



The Euro*MBA experience

Jennifer Holcombe, American,

Class of 2007,

Owner and Director at Branisima Communications

'Having researched MBAs for over a year, I wanted something that was both international in scope and different from the multitude of MBAs on offer. My ultimate goal in pursuing an MBA was to be able to achieve a level of expertise, education and confidence in order to start my own business. I am delighted to say that the Euro*MBA experience enriched me in these aspects and much more. Not only did I grow in terms of gaining an international education, I also developed the skills, education and confidence to start my own communications consultancy. An additional aspect of the Euro*MBA that I did not originally consider, but now have, is an amazing network of professionals and friends. I now know that I can count on them for support, advice and guidance - this is priceless to me and has proven to be of help time and time again. This aspect alone made the Euro*MBA one of the best investments I have ever made.'



Ramin Shahzamani, Iranian/Canadian,

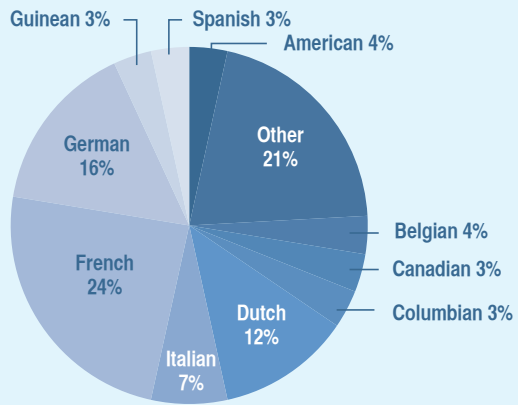
Class of 2009,

Country Director at War Child

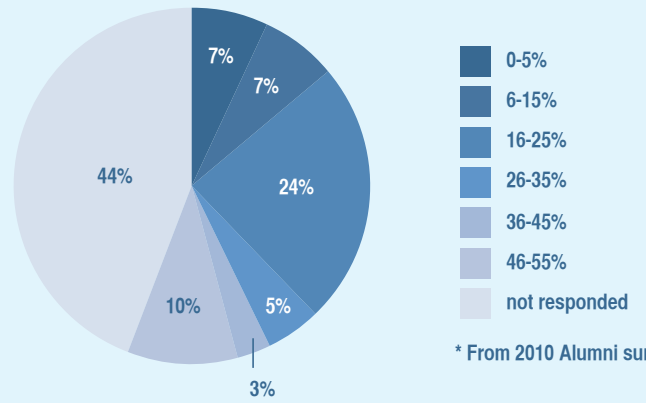
'When I wanted to advance my career, I started looking for an executive MBA programme which fostered an effective and challenging learning environment and allowed me to continue to work in far off places. At the time I was working in DR Congo and later moved to Afghanistan to manage a humanitarian organisation; my next move will be to Colombia. Needless to say I wanted a highly accredited programme which allowed me the flexibility to simultaneously pursue my international career. The diversity and extensive experience of each individual truly enriches the learning process and the programme is designed to draw upon the real-life experience and management challenges of each individual. People from different cultures, languages, experiences as well as with different ways of looking and solving problems added to the modern teaching methodology of the Euro*MBA produces the innovative approach I was searching for.'



Nationalities



Salary increase within 3 years after graduation



* From 2010 Alumni survey



Contactus

Euro*MBA Desk

Tongersestraat 49, 6211 LM Maastricht. The Netherlands

Phone +31 43 3884633 +31 43 3884619

Fax +31 43 3882000

Contact Diana Berdún Mingo Dany Simon

E-mail information@euromba.org

Website www.euromba.org

AMBA accredited

Partner Information

AUDENCIA Nantes School of Management

8, route de la Jonelière - BP 31222. 44312 Nantes Cedex 3. France

Phone +33 2 40373434

Fax +33 2 403745 66 (direct line)

Contact Sylvie Chancelier

E-mail schancelier@audencia.com

Website www.audencia.com/mba

EQUIS, AMBA and AACSB accredited

EADA - Escuela de Alta Dirección y Administración C/Aragon, 204. 08011 Barcelona. Spain

Phone +34 93 45 20 844

Fax +34 93 32 37 317

Contact Ana Muñoz

E-mail amunoz@eada.edu

Website www.eada.edu

EQUIS and AMBA accredited

HHL - Leipzig Graduate School of Management

Jahnallee 59. 04109 Leipzig. Germany

Phone +49 341 985 1611

Fax +49 341 985 1615

Contact Jana Vogel

E-mail jana.vogel@hhl.de

Website www.hhl.de

ACQUIN and AACSB accredited

IAE Aix Graduate School of Management Université Paul-Cézanne Aix-Marseille

Clos Guiot – Puyricard – CS30063. 13989 Aix-en-Provence cedex 02. France

Phone +33 4 42280855

Fax +33 4 42280800

Contact Marion Moreau

E-mail marion.moreau@iae-aix.com

Website www.iae-aix.com, www.mba-iae-aix.com

EQUIS and AMBA accredited

Kozminski University

Ul Jagiellonska 59. 03-301 Warsaw. Poland

Phone +48 22 519 2132

Fax +48 22 5192 2308

Contact Sylwia Halas-Dej

E-mail sylwiah@kozminski.edu.pl

Website www.kozminski.edu.pl

EQUIS, AMBA and Ceeman accredited

Maastricht University School of Business and Economics / Postgraduate Education

Tongersestraat 49. PO Box 616. 6200 MD Maastricht. The Netherlands

Phone +31 43 3884617

Fax +31 43 3882000

Contact Pia Camardese

E-mail info@maastrichtmba.com

Website www.maastrichtmba.com

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The Euro*MBA reserves the right to make modifications to the programme design and activities and to make changes affecting policies, fees, curriculum, or other matters announced in this publication without prior notice.

*The Euro*MBA would like to thank all those students, alumni and faculty members who appear in this brochure and have contributed to its creation.*