

Master of Business Administration **Strategic Management**

Accredited by FIBAA



**Hochschule
Bonn-Rhein-Sieg**
Bonn-Rhine-Sieg University

Department of
Business Administration
Rheinbach

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Editorial Staff:
Prof. Dr. Klaus Deimel
Anne Schaefer
Prof. Christoph Wamser

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causa formalis
informationdesign, cologne

Photos:
Eric Lichtenscheidt
Stadt Köln
Eva Tritschler

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In the 21st century companies will be exposed to increasingly dynamic changes. Political, economic, societal and technological developments are confronting businesses and government administrations with complex strategic challenges. Deregulation and globalisation are changing economic rules.

The competitive intensity of markets is massively increasing and industry boundaries are blurring. Socio-demographics are dramatically changing and new technologies are enabling innovative business models, driving the reinvention of entire industries. Change is accelerating and is becoming the only constant condition.

The Rheinbach MBA Program is designed to prepare graduates for senior management positions and to enable tomorrow's leaders to master the strategic challenges ahead. The program is a two-year part-time general management curriculum that leads to the degree of Master of Business Administration, accredited by the Foundation for International Business Administration Accreditation (FIBAA). Our aim is to develop strategists who are able to effectively and efficiently initiate, formulate, implement and control strategies on a corporate, business and functional level.

By deciding to study for an MBA you have already taken the first step towards a promising professional future. Choosing the right MBA Program is the necessary second step, a once-in-a-lifetime decision and one of the most important career steps you will ever take. This brochure is designed to provide the information you need to evaluate our MBA Program, so that you can make an intelligent decision.

You will learn about our strategically oriented objectives, convincing curriculum, well-balanced mix of teaching methods, our prestigious industry partners, experienced MBA faculty, our personal atmosphere and other unique benefits of the presented MBA Program.

We offer ambitious individuals a stimulating and challenging experience in an international and interdisciplinary learning environment. If this is the kind of experience you are looking for in your MBA Program, we look forward to meeting you in person.

MBA Program Director

Solid foundation for a successful career

Aims of the MBA Program

The overall objective of the Rheinbach MBA Program is to provide participants with a solid foundation for a successful career in both the senior management of companies as well as in public administration.

The MBA Program offers a scientifically-based, business-world oriented general management education with a special emphasis on strategic management of corporations, business units, functions and consulting. However, the program does not aim to train specialists. Rather, the purpose is to provide participants with a holistic management perspective that enables them to add value to their organisations and to accelerate their careers. Therefore the program does not focus on management know-how only, but provides a comprehensive profile of essential skills that are required to succeed in a constantly changing global business environment.

The program design is based on key principles of successful management:

- Successful management requires sound state-of-the-art knowledge of all key areas of business (functional skills).
- Successful management calls for techniques that can be applied to analyse and structure management processes and problems (methodological skills).
- Successful management demands the ability to communicate effectively and to act professionally in social networks (social skills).
- Successful management requires skills to evaluate solutions for given problems and to support decision making (problem solving skills).
- Successful management calls for the ability to form and lead teams, to motivate others and to act as a role model (leadership skills).

Consequently the MBA Program focuses on skills in the respective fields:

Functional skills:

The MBA Program provides participants with a broad foundation of business administration knowledge and the newest scientific findings as well as those management methods currently in practical use. The program focuses on the following fields of knowledge:

- General management
- Strategic management
- Functional management
- International management
- etc.

Methodological skills:

Experienced senior professionals have to develop analytical skills and techniques that improve the efficiency of the management process. Our MBA graduates will be able to employ scientifically founded methods in their professional environment. Qualification will be developed and enhanced in the following fields:

- Analysing and structuring techniques
- Planning and controlling methods
- Project management methods
- Learning and creativity techniques
- etc.

Social skills:

Executives have to effectively shape the social interaction in their professional environment. MBA graduates will be capable of acting confidently and sensitively in social networks, of winning communication partners for their aims and of motivating them to cooperate. Social skills will be developed in the following areas:

- Social sensitivity and empathy
- Intercultural competency
- Teamwork ability
- Presentation skills
- etc.

Problem solving skills:

In an increasingly dynamic environment, managers have to develop universal problem solving techniques. On the basis of the functional, methodological and social skills acquired, participants will be enabled to identify and describe strategic problems and to find effective and efficient solutions. Problem solving skills will be developed in the following fields:

- Problem identification and analysis
- Identification of alternative solutions
- Evaluation and choice of solution alternatives
- Solution implementation and enforcement
- etc.

Leadership skills:

The current global business world has a strong demand for leaders that are capable of organising, motivating and instructing their staff members and handling organisational complexity as well as cultural diversity. Successful executives need to have a strong set of leadership skills. The program will provide participants with leadership qualifications which will enable them to achieve the acceptance of their employees and to instruct them for effective and efficient cooperation. Qualification will be developed in the following areas:

- Human resource centred leadership behaviour
- Leadership and motivational conduct
- Willingness to delegate
- Role model function
- etc.

Structure of the MBA Program

The program's modular structure enables students to assess their learning progress at any given stage. This structure also simplifies the process of credit transfer to other programs or other universities, especially in the case of study abroad semesters, and thus enhances internationalisation.

Duration

4 semesters (3 semesters of courses and a semester Master Thesis). The program will be taught on Fridays and Saturdays to enable participants to continue working. The program begins yearly in October.

Teaching Language

Lectures take place in English (about 50%) and German. Additional language courses taught by native speakers are available through the university's language centre.



1st Year	1st Semester	Module: Strategic Management Corporate Strategy Business Strategy International Strategy Strategic Management Concepts	Module: General Management Skills Individual and Group Behaviour Business Ethics Innovation Management Information & Knowledge Management International Economics
	2nd Semester	Module: Strategic Tools & Techniques Quantitative Methods Consulting Tools and Techniques Managing External Consultants Implementing Strategy	Module: Functional Strategies (1) Marketing Management Human Resource Management Operations Management E-Business Management
2nd Year	3rd Semester	Module: Functional Strategies (2) Controlling Group Accounting and Analysis Business Finance Economic Law	Module: Business Simulation Business Simulation
	4th Semester	Master Thesis	

Skills to succeed in the global business world

Courses in the MBA Program



The two-year part-time curriculum is comprised of 22 courses and a Master Thesis. The purpose of the curriculum is to build a fundamental knowledge base and to teach the skills required to succeed in the global business world.

Each course is demanding, scientifically-based and at the same time very practical. Each step in the curriculum provides an additional qualification that in the end forms highly qualified executives.

Corporate Strategy

This course covers the main topics of managing corporations at top management level. It analyses the basic problems of general strategic direction with respect to the external environment and internal resources. The objective is to introduce participants to the concept of shareholder value within a general framework of corporate strategy.

Business Strategy

Business strategy examines the key issues of managing companies at business unit level. It aims to illustrate the importance of business strategies and to enable students to develop and assess these strategies in different business environments. Participants are introduced to the general concept of competitive advantage and learn how to use a business strategy framework.

International Strategy

This course provides the knowledge and skills for managing multinational corporations. It focuses on the globalisation of the world economy and highlights relevant national differences. Participants are introduced to a management framework for internationalisation and learn about 'going international' strategies and 'being international' strategies.

Strategic Management Concepts

Most executives rely on the reasoning and the ideas promoted in modern management concepts. This course presents a framework that enables students to make decisions for investing in individual management concepts in order to maximise organisational effectiveness and efficiency. Management concepts covered include business process reengineering, core competence management and others.

Individual and Group Behaviour

This course aims to further explore the relationship between those managing and those being managed. It addresses the ways in which research from a variety of disciplines can be used for understanding, explaining and predicting behaviour in a variety of organisational settings. Participants are introduced to a range of analytical frameworks and approaches to practical workplace situations.

Business Ethics

Business managers encounter numerous moral or ethical challenges. The aim of this course is to introduce students to various theories of ethical conduct and different approaches to solve ethical problems in the business context. After successful completion of this course, students are familiar with the basic tools of ethical analysis and are better equipped to make ethical decisions and answer questions of right and wrong.

Innovation Management

This course introduces participants to the successful management of innovation. It illustrates how the ability to innovate can help companies to gain and defend competitive advantages. Participants learn how to initiate, implement and control an innovation program and overcome the barriers to change by using a set of innovation tools.

Information & Knowledge Management

A successful manager needs to know how to manage information and knowledge in order to support effective and efficient decision-making. This course examines the nature of information and knowledge systems and their strategic relevance within the context of modern information and communication technologies. It enables participants to match information supply and demand and to execute knowledge management projects.

Courses in the MBA Program



International Economics

For a strategist it is critical to fully understand the international economic environment in which a firm operates. This course focuses on microeconomic issues in the fields of trade theory, trade patterns and policy. Moreover, it covers contemporary macroeconomic issues such as monetary economics or monetary systems and makes participants familiar with the characteristics of the global economy.

Quantitative Methods

This course focuses on the use of statistical techniques in order to support strategic decision-making. Managers often face large amounts of unstructured data and have to deal with problems of uncertainty. This course makes participants familiar with basic quantitative methods and enables them to understand and conduct empirical analysis in the context of managerial decisions.

Consulting Tools and Techniques

Many management tools and techniques that have long been counted among the 'classics' in business management were originally developed by management consultants for the purpose of uncovering innovative solutions to operational, and above all, strategic management problems. This course introduces students to the latest management tools and techniques developed by leading consulting firms.

Managing External Consultants

This course provides students with insights into the consulting business. Most managers who are involved in strategic decision making will sooner or later be confronted with the services provided by external management consultants. Therefore a manager should know how to deal with external consultants – how to read their proposals, how to manage a joint project etc.

Implementing Strategy

Strategic change is one of the key challenges business managers face. This course focuses on the systematic definition, execution and control of different kinds of change projects. It thereby provides participants with a set of tools and techniques that can be used to manage strategic change successfully and to build a high-performance business model.

Marketing Management

An understanding of market developments and buyer behaviour is a prerequisite for corporate success. The aim of this course is to present an integrative view of competitive marketing strategy. Students are introduced to current concepts and techniques such as market segmentation, targeting and positioning. They learn how to establish a marketing planning process and manage and implement a marketing mix.

Human Resource Management

Professional human resource management is essential to the successful development and implementation of corporate and business strategies. Participants are introduced into human resource management as a specific concept of personnel management. They learn how to apply relevant concepts and techniques in order to attract, develop and maintain an effective workforce.

Courses in the MBA Program



Operations Management

This course examines the influence of international procurement, manufacturing and logistics on the firm's competitiveness. Students are introduced into the systematic transformation of system inputs to added-value outputs and the techniques and tools to identify, value and realise business process improvements. They learn how to design, plan and control operation systems and an operating strategy.

E-Business Management

Internet technologies have not only created a new electronic market, but have directly or indirectly affected the competitiveness of companies of varying sizes and industries. This course introduces participants into the strategic relevance of e-business. Selected e-business applications and business models are analysed in order to enable students to develop and assess e-business strategies in different business environments.

Controlling

Organisations have to control their systems, structures and processes to effectively and efficiently reach strategic goals and objectives. This course focuses on concepts and techniques that enable managers to monitor and adjust economic activities. Relevant aspects of strategic cost management, merger and acquisition activities as well as shareholder value orientation are analysed from a controlling perspective.

Group Accounting and Analysis

This course provides students with the basics of accounting and group accounting in an international environment and illustrates its strategic importance. Students will be introduced to a set of tools and techniques that enable them to successfully analyse and interpret a firm's annual financial statements.

Business Finance

Financial management in a dynamic international monetary environment becomes increasingly complex. This course provides participants with the strategically relevant basics of international business finance. Based on an introduction into the functionality of global financial markets, students learn how to apply tools and techniques in order to make sound financial decisions.

Economic Law

This course aims to create awareness for the international legal environment in which companies operate. Participants are introduced into relevant topics such as competition law, commercial law and specific legal aspects of franchising and mergers and acquisitions. After successful completion of this course, students are familiar with typical legal problems and know how to initiate their solution.

Business Simulation

"Learning business by doing business" is the general idea of this course. Students will actively participate in a complex computer-based business simulation. Here they are challenged to strategically manage an organisation, utilizing the economic principles, concepts, tools and techniques presented throughout the program.

Master Thesis

All MBA courses culminate in a Master Thesis, a substantial project that strategically examines and solves a real-world economic problem. It provides students with an ideal opportunity to put into practice the knowledge and skills acquired during the program. They can establish a stronger focus on certain economic disciplines and/or industries and prove that they have reached the required academic and professional standard.

State of the art in teaching

Teaching methods in the MBA Program

The master program's teaching methods reflect the state-of-the-art in teaching. We pursue the latest didactic developments which, after having been tested for effectiveness, are incorporated into the program. Especially those methods are employed that contribute towards achieving the skills which the program develops: functional, methodological, social, problem solving and leadership skills:

Seminars

The focus of seminars lies in an interactive, discussion-based lecture. Classes in small and therefore very intensive groups create ideal learning conditions which enhance the learning process in all its phases.

Case Studies

Case studies confront the student with real life business situations. Case studies train the abilities to identify relevant problems and to develop economic solutions. Furthermore, students may exercise leadership abilities in group-based case studies.

Exercises

Exercises serve the purpose of consolidating and expanding learning outcomes while at the same time giving students the opportunity to apply their knowledge in the context of practical problems.

Computer-based simulations

Computer-based simulations enable the students to apply their knowledge to practical problems. Joint organisation of the decision making process holistically trains problem solving abilities as well as team and leadership abilities.

Guest Speakers

Visiting guest speakers provide opportunities to engage in dialogue and discussions with professional experts.



Practical Master Thesis

A practical Master Thesis forms the conclusion of the program. The Master Thesis should cover a specific problem from the student's current professional environment and present a practical and economic solution.

Other teaching methods

In addition to these principal teaching methods, lecturers employ further techniques to activate and motivate the students such as:

- Creativity techniques
- Discussion techniques
- Role plays
- Excursions
- Counselling interviews

Strong contacts with the business world

Industry network of the MBA Program



To ensure that our MBA Program addresses both present and future business needs, we maintain strong contacts with the business world. Companies in turn ask the Bonn-Rhine-Sieg University of Applied Sciences for support in research, teaching and consulting.

The MBA guest speaker program and other corporate events, bring prestigious managers and business leaders to the Rheinbach campus providing students with an excellent opportunity to learn from the first hand experience of business leaders, to debate current management issues and to network with senior managers in the business world.

In one year we typically invite about 15 guest speakers to our MBA Program. Last year we organised for example the following presentations:

Competitive Advantage and Company Location in the Global Economy

Christian Ketels, Ph.D.
Institute for Strategy and Competitiveness
Harvard Business School

Shareholder Value Management

Dr. Maximilian Koch
Partner
Stern Stewart & Co.

Management Fashion

Frank Schabel
Head of Corporate Communications
CSC Ploenzke

Business Innovation Partnerships and the Creation of Co-Competencies

Thomas Koehler
Former Managing Partner
Accenture

Customer Relationship Management

Ralf Landmann
Partner
Deloitte Consulting

DHL launches Industry's first global Customer Management Team

Patrick Andersen
Managing Director Europe
DHL Global Coordination Centre Belgium

Market Trends in Telecoms, Internet & IT: Impact on E-Business

Jens Backes
Senior Manager Corporate Strategy
Deutsche Telekom

Public Procurement Online

Monika Elschner
Head of Procurement
Bundesministerium des Inneren

Change-Management in Business and Professional Associations

Dr.-Ing. Willi Fuchs
Managing Director
VDI

Transition Countries and European Enlargement

Dr. Marcel Seyppel
Consultant
European Commission

Profile of the MBA-faculty

The team of teachers in the MBA Program consists of 16 professors with established teaching experience and long-standing professional backgrounds in renowned international companies and organisations, e. g.:

- **Industry**
(RAG, Bosch, Krupp)
- **Financial services**
(Dresdner Bank, Sparkassenverband)
- **Retail business**
(Aldi, Hauptverband des deutschen Einzelhandels)
- **Logistics**
(Deutsche Post World Net)
- **Consulting**
(Arthur D. Little, Boston Consulting Group)
- **Market research**
(AC Nielsen, GFK Marktforschung)
- **Public organisations**
(OECD, Bundeswirtschaftsministerium)



Prof. Dr. Tobias Amely
Business Administration:
Business Finance

Prof. Dr. Marc Ant
Business Administration:
Communication and
Business Behaviour

Prof. Dr. Jürgen Bode
Business Administration:
International Management

Prof. Dr. Klaus Deimel
Business Administration:
Managerial Accounting
and Controlling

Prof. Dr. Bernd Ebel
Business Administration:
Operations, Logistics and
Quality Management

Prof. Dr. Dietmar Fink
Business Administration:
Management Consulting and
Corporate Development

Prof. Dr. Harald Meier
Business Administration:
Human Resource and
Project Management

Prof. Dr. Maike Rieve-Nagel
Business Administration:
Civil and Business Law

Prof. Dr. Wilhelm Schneider
Business Administration:
Financial Accounting and Taxation

Prof. Dr. Torsten Stein
Business Administration:
Business Information Systems

Prof. Dr. Wiltrud Terlau
Economics and Politics

Prof. Christoph Wamser
Business Administration:
E-Business

Interdisciplinary cooperation in an international team

Target group & admission criteria

Target Group

The program addresses graduates with working experience who have a keen interest in an additional qualification in the field of general management as well as in their personal development, e. g.:

- engineers
- computer scientists
- lawyers
- social scientists
- natural scientists
- health professionals
- economists
- etc.

Admission

The following prerequisites need to be met:

- first university degree
- minimum of two years of working experience after the first university degree
- Graduate Management Admission Test (GMAT)
- good command of both the English and German languages

We welcome program participants with diverse backgrounds and specialisations to ensure interdisciplinary cooperation in an international team. We expect our students to maintain a high degree of motivation and initiative throughout the program.

Foreign applicants without the German "Abitur" or a German university degree need to prove they have sufficient command of the German language through the DSH exam or TestDaF exam.



"For those of you who are looking to leave the worn-out tracks of your job and venture to new horizons, I can highly recommend the MBA at the Bonn-Rhine-Sieg University of Applied Sciences. It is really worth the effort!"

Ralf Masantschek, Ph.D.
Biochemist

Benefits of the MBA Program



“The first semester of the new MBA program at the Bonn-Rhine-Sieg University of Applied Sciences was a great success. Especially motivating for me is the quality of the seminars which are characterised by the special efforts and commitment of the professors and fellow students.”

Carrie Lynn Moulton,
US-Real Estate Analyst

Benefits for MBA Graduates

- The FIBAA-accredited MBA Program qualifies participants in the field of strategically oriented Business Administration and will prepare them for a position in senior management
- Graduates will have acquired the ability to initiate, develop and implement strategic concepts
- Graduates gain a broad understanding of the latest international business practices and managerial thinking
- The MBA Program enables participants to gain an additional qualification without interrupting their professional career
- Graduates will have developed a network of contacts with fellow students, professors and representatives of leading companies

Benefits for Employers

- The FIBAA-accredited MBA Program prepares employees specifically for leadership tasks, especially in the field of strategic and international management
- The MBA Program allows employers to train selected junior employees while they continue to work
- Company projects and problems may be integrated into the program by employees, e. g. as a case study or as a Master Thesis project companies benefit from new ideas and access to state-of-the-art knowledge
- MBA graduates bring practical wisdom immediately back to the company



“Knowledge in economics combined with practical training in business situations is an ideal supplement to my law degree. I also value the network of participants from various professional backgrounds.”

Dirk Hoffmann,
Business Consultant and Lawyer

General Information about the Bonn-Rhine-Sieg University of Applied Sciences



General Information

Since its foundation in 1995, the Bonn-Rhine-Sieg University of Applied Sciences has extended the range of applied research and teaching in the greater Bonn area. We, as one of the youngest Universities of Applied Sciences in Northrhine-Westphalia, are specialised in business administration, natural sciences, computer science and engineering. The campuses at Sankt Augustin, Rheinbach and Hennef (since 2003) are well equipped with modern laboratories, studios and workshops.

Our focus areas are applied R&D, technology transfer and an international and interdisciplinary approach. Thus there is an emphasis on internships and practical applications in industry and research and joint research projects with numerous companies (many of them global players). Traditionally, universities of applied sciences attract a regional clientele. Nevertheless, the Bonn-Rhine-Sieg University has official co-operation agreements with 50 universities throughout the world, in Europe, North and South America, Asia and Australia.

At present almost 5600 students have enrolled and 131 professors and selected assistant lecturers from industry, science and research are teaching. Especially in the MBA Program, students are taught in small groups: in this program enrolment is limited to only 25 students per year (starting in October).

At the University of Applied Sciences the following courses of studies are available:

Bachelor Courses:

- Biology
- Business Administration
- Business Information Systems
- Chemistry with Material Sciences
- Computer Science
- Electrical Engineering
- Forensic Sciences
- Mechanical Engineering
- Social Security Management
- Technical Journalism

Master Courses:

- Autonomous Systems
- Biomedical Sciences
- Business Administration
- Computer Science
- Communication Systems and Networks
- Controlling and Management
- Innovation and Information Management
- International Media Studies
- Engineering "Mechatronic"
- NGO Management
- Technical and Innovative Communication



The University in its region

The Bonn/Rhine-Sieg region is a dynamic and internationally orientated location for science, research, industry, trade and service industries. The Bonn-Rhine-Sieg University of Applied Sciences, which is situated into this future-oriented region, is only one of a wide range of research facilities. The University of Bonn, the RhineAhrCampus in Remagen, the International College of Tourism in Bad Honnef, the centre of advanced european studies and research (caesar) in Bonn, the German Aerospace Centre (DLR) in Cologne, the Research Society of Applied Sciences (FGAN) in Wachtberg, the Fraunhofer Institutes in Sankt Augustin, the Dr. Reinold Hagen Foundation in Bonn and the Competence Centre for Surface Technology in Rheinbreitbach (to name only a few) are all on the vicinity.



The region has an international competence due to the capital heritage of Bonn: thanks to its perfect infrastructure, the city has developed into a centre for international cooperation. Numerous UN organisations and non-governmental organisations have settled here in this cosmopolitan city on the Rhine. Bonn's economy and science is also well known around the world.

In addition the surrounding area of the Bonn-Rhine-Sieg University of Applied Sciences offers beautiful countryside, an interesting range of cultural activities and a diversity of leisure amenities ensuring a high quality of life. For this reason it attracts millions of visitors every year. They visit Beethoven's birthplace, savour the theatre performances of the Bonn Biennial with its productions by contemporary European dramatists or the concerts held during the Beethoven Festival. One can also follow in the footsteps of historical figures who lived, studied and worked in the region, e.g. the composers Robert and Clara Schumann, the poet Heinrich Heine and the Expressionist painter August Macke.



And for those who interpret "following in the footsteps" literally as hiking, there's plenty of that, too. The delightful landscape of the Seven Hills, with the Dragon's Rock overlooking the romantic Rhine, has been a favourite with travellers since the 19th century. Hikers and cyclists will find a wealth of places to visit in the Eifel foothills such as the Maria Laach monastery.

The excellent transport links enjoyed by the Bonn Rhine-Sieg University are also an invaluable asset. The campuses are only a few minutes' walk from a suburban rail link or high speed tram which provide a fast and direct service to Bonn. The University's proximity to railways and motorways means that cities like Cologne and Düsseldorf are only a stone's throw away, and Cologne-Bonn Airport connects the region with the whole world. Furthermore the high speed rail link between Cologne and Frankfurt has been recently completed, with a station in the nearby town of Siegburg.



MBA Program Director
Prof. Christoph Wamser

von-Liebig-Straße 20
53359 Rheinbach
Germany
Phone: +49 2241 865 445
Fax: +49 2241 865 8445
mba-rheinbach@brsu.de

Admission office
Bonn-Rhine-Sieg University

Grantham-Allee 20
53754 Sankt Augustin
Germany
Phone: +49 2241 865 622 or -644
Studierendensekretariat@brsu.de



**Hochschule
Bonn-Rhein-Sieg**
Bonn-Rhine-Sieg University

Department of
Business Administration
Rheinbach

www.mba-rheinbach.de