



Victoria University
The School of Management

International Programs
General Directory

2012-2013

“Enhancing Strategic Alliances”

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Dean's Welcome Message

Prof. Dr.
M.S.S. El Namaki
Dean
Victoria University
Switzerland



Dear participant,

Welcome to Victoria University! Our school offers a supportive and collegiate global learning environment and achievement in providing high quality education. We will be your partner in business networking, corporate mobility and entrepreneurial initiative. It is our aim to support you in today's challenging competitive environment and lead you to tomorrow's opportunities. As a participant in the Victoria University International Programs, you will become part of a caring yet challenging learning environment. The ultimate goal is academic and professional fulfillment as much as individual competency enhancement.

In 2012, Victoria University celebrated its tenth anniversary of its founding. We look back with pride at our achievements because we have helped thousands of students around the globe grow in myriad ways, both professionally and personally. We are an ambitious school, already among the fastest growing universities in Europe, and have a role to play at regional, national and international level. Victoria University is expanding its global reach and making a relevant contribution to the field of entrepreneurial and managerial knowledge. It is our ambition and expectation that every student who completes a rigorous and challenging yet highly practical Victoria University International Programs will be transformed by the process.

We are determined to continue our strong progress, building on the School's key strengths. We are committed to provide participants with a unique and unsurpassed experience. We attract motivated participants who are looking for an international learning environment. If you want to challenge your professional and personal competencies and wish to gain broad general management skills and practical expertise relevant to any size organization, then I value your input and participation in the Victoria University International Programs and look forward to you sharing in our success.

Sincerely,

Prof. Dr. M.S.S. El Namaki, Dean, VU

Victoria University (VU)

Victoria University (VU) is an excellent globally connected institution. It provides a unique opportunity for enhancing individual expertise with an eye on job mobility and new enterprise creation. VU is guided by a key desire to enhance global business alliances and strategy. VU programs cut across countries and regions. In this world of dynamic changes, VU has the ability to link business leaders with energetic markets. VU emphasizes the development of the participants' ability to work within a multicultural environment. The school offers participants analytical and problem-solving skills, broad cultural awareness, a relevant curriculum and fantastic learning opportunities. As a result, participants will be able to engage actively both in the global economy and the local marketplace.

Accreditation and Membership

VU was founded by principal academics from the University of Neuchâtel. The school was constituted in 2002 as a special project of the Neuchâtel Government. Academics from the World Trade Institute in Bern also participated in the initiative. In 2002, the Swiss Canton of Neuchâtel officially approved "Victoria University" and VU is entitled to offer programs leading to a BBA, an MBA, an EMBA and a DBA degree.

VU is certified and accredited by the nationally accrediting agency EduQua, the official, Swiss accreditation body recognized and endorsed by The Swiss Confederation Government and The Swiss Conference of Cantonal Ministers of Education (EDK) as an officially recognized quality assurance scheme. VU is a member of the Association to Advance Collegiate Schools of Business (AACSB) and the International Assembly for Collegiate Business Education (IACBE). VU, the Netherlands – EPBS is accredited by NVAO. Furthermore, VU is approved and accepted by the PRME Steering Committee to participate in the Principles for Responsible Management Education (PRME) initiative.

China Europe Institute for Economic Studies in Neuchâtel (CEIES)

VU has firm roots in Asia and China in particular. The school is dedicated to improve the relationship between the dynamic economies of growth in Asia and the technically advanced economies of Europe. In order to enhance these ties, VU has established the China Europe Institute for Economic Studies in Neuchâtel (CEIES). CEIES will develop a strong friendship with China and promote business, scientific and cultural exchanges. The Institute closely cooperates with Peking University's leading academic faculty in Beijing.

CEIES's vision is to a unique Swiss institute that stimulates outstanding China-related teaching and research initiatives as well as interdisciplinary collaboration. The Institute will be the umbrella organization for all China-related activities at VU. CEIES will engage in research and outreach activities that seek to better understand and improve Sino-European relations. The focus is on the deeper structure of the bilateral relationship and its dynamics. From Neuchâtel, CEIES wants to promote China studies throughout Europe. In order to improve Sino-European relations, the Institute seeks to strengthen interdisciplinary knowledge of China. CEIES aims to promote China-related initiatives and scholarship and supports new teaching and research activities

between China and Europe. In addition to sponsoring lectures and colloquia, the Institute aims to convene a variety of conferences, symposia and retreats that bring together a broad array of business, government and academic leaders. The Institute will also host visiting scholars and postdoctoral fellows and will facilitate visits of Chinese delegations and other China-related activities. CEIES also provides information to people at VU regarding external opportunities such as internships in China.

The Institute of Banking and Finance (IBF)

The Institute of Banking and Finance (IBF) was initiated by a group of experts from China and Europe with an academic, business or a government background. The Institute is a division of VU. IBF will conduct research in finance and investment related issues and organize executive competency programs related to those issues. Structured finance, credit rating, international capital market, currency wars are all current issues contained within this domain. IBF has easy access to the financial world in Switzerland. This country is a leader in global banking and has always played an important role in finance and insurance. The Institute also closely cooperates with the Association of International Accountants (AIA) in the United Kingdom. The AIA has recognized IBF as a partner who can provide accounting-related education. IBF through the forthcoming membership of the Swiss Chamber of Commerce will have access to recognized finance and investment institutions such as UBS and Crédit Suisse.

IBF is closely cooperating with the Shanghai International Banking and Finance Institute (SIBFI). SIBFI is an independent Sino-foreign international banking institute accredited and licensed by the Shanghai Municipal Education Commission since April 2004. SIBFI was founded by the Frankfurt School of Finance & Management in Germany, a leading European business school in finance and management.

Partner University - Harper Adams University

Since its foundation as a public university in 1901, Harper Adams has had a long and proud tradition of teaching and research up to PhD level. The school has achieved the highest educational standards and is widely recognized for the quality of its provision. In 2007, 2008 and 2009, the Sunday Times University Guide named the school “University College of the Year”. With a graduate employment rate of over 96% in 2008/09, the school’s performance placed it within the top 10 higher education institutions in the UK. Harper Adams currently has more than 4,000 students.

International Programs Overview

The VU International Programs inspire participants from all over the world with diverse backgrounds to develop essential management skills, which strengthen their ability to build and manage their organizations. VU has long recognized the importance of understanding and competing in a global business environment. To enhance the quality and the opportunity for students to acquire international exposure and training, VU offers a variety of international program options which are supported by our local learning centers and earn credit toward their

degree. Together, these programs provide international study and career development opportunities to students throughout the course of their program.

All international programs are developed and approved by the Victoria University, Switzerland using the same quality processes as for the programs studied on campus. Students studying Victoria University International Programs are registered with the Victoria University and require the same minimum requirements as the regular programs in our campus. The international programs grant permission only to accredited institutions which are recognized and approved by the local authorities. International programs students can attend optional additional study sessions in Neuchatel, Switzerland delivered by Victoria University academics. These include study weekends, induction courses and summer schools in Neuchatel. An extra fee is charged for these. After successful completion of their studies, a Victoria University degree will be awarded. Victoria University International Programs students have the benefit of VU's academic input, and the backing of the Victoria University, Switzerland.

International Programs Offered:

Bachelor of Business Administration (Entrepreneurial Management)

Global Executive Master of Business Administration (Entrepreneurship and Innovation)

Master of Business Administration

- General Management
- Entrepreneurial Management
- Finance
- Tourism Industry Management

Doctor of Business Administration

1. BBA (Entrepreneurial Management) Introduction

The VU Bachelor of Business Administration (Entrepreneurial Management) focuses on developing the skills and knowledge necessary to become a successful entrepreneur. Entrepreneurs are people who identify and exploit new business opportunities. They are a vital ingredient in the process of economic growth and a career as an entrepreneur can be both challenging and rewarding. Entrepreneurs are most commonly associated with identifying new business opportunities and then building their own business ventures (notable examples include Tony Fernandes with Air Asia and Richard Branson with Virgin). Entrepreneurial business strategy and small and medium enterprise topics are a feature of this specialization.

Learning Objectives:

- Ability to handle the challenges of managing cross national borders
- Inculcate the spirit of entrepreneurship and venture into the international business arena
- Demonstrate an understanding of the general managerial concepts, processes and principles relevant to the functioning of various types of organizations
- Demonstrate effective communication and interpersonal capabilities
- Identify, analyze and manage a broad range of organizational issues and challenges

1.1 BBA (Entrepreneurial Management) Admission Requirements

An Applicant must:

1. Have the secondary school record. Graduation from high school or its equivalent as evidenced by a high school diploma, or comparable documentation, is required for admission to any VU program.
2. Two letters of recommendation from the applicant's principal, lecturers, employers, or guidance counsellors, or other evaluative material accepted by the Admissions Committee.

1.2 BBA (Entrepreneurial Management) Curriculum Structure

YEAR 1					
Subject Code	Course	Credit	Subject Code	Course	Credit
BMGT	Business Management	4	BACCT	Business Accounting	4
MPEO	Managing People	4	LFB	Law for Business	4
MKT	Marketing for Business	4	ENC	Entrepreneurial Creativity	4
CFB	Communication for Business	4	MSME	Managing Small & Medium Enterprise	4
ENT	Entrepreneurship	4	GECI	Global Economics & Current Issues	4

YEAR 2					
Subject Code	Course	Credit	Subject Code	Course	Credit
FRM	Finance Resource Mgt.	4	OMGT	Operations Management	4
CLAW	Corporate Law	4	BORG	Business Organization	4
GMKT	Global Marketing	4	CIS	Corporate Information Systems	4
BSTATS	Business Statistics	4	BCON	Business Economics	4
OBH	Organizational Behavior	4			

YEAR 3					
Subject Code	Course	Credit	Subject Code	Course	Credit
GGE	Good Governance & Ethics	4	EBS	Entrepreneurial Business Strategy	4
EBIZ	Electronic Business	4	ENL	Entrepreneurial Leadership	4
CECI	Corporate Entrepreneurship	4	ETH	Entrepreneurial Thesis	24

Total 120 Credits

1.2.1 BBA (Entrepreneurial Management) Course Description

Business Management (BMGT)

This module will provide the understanding and expertise to integrate various methodologies relevant to general management. It discusses about management concepts needed to overcome organizational problems due to motivational and control issues. This module also allows students to expand the knowledge and apply different approaches to organization problems and effectiveness. It exposes students to the complexity of managing an organization and provides reasons for the importance of an effective management system.

Managing People (MPEO)

This module introduces students to the fundamentals of managing people and helps them to appreciate the importance of it in an organization.

Marketing for Business (MKT)

This module teaches students to appreciate the contribution of marketing in private and public sectors. It allows students to understand and to apply marketing concepts and techniques, and to encourage students to be more sensitive to its importance for a job.

Communication for Business (CFB)

This module helps to give exposure to relevant knowledge and skills to students in the areas of business communication which are going to be invaluable to them once they have become members of business organizations. It will help to increase their ability to interact effectively, both verbally and in written form.

Entrepreneurship (ENT)

This subject introduces participants to concepts and skills which would enable them to create environments that foster intrapreneurial, entrepreneurial and innovative cultures in organizations.

Business Accounting (BACCT)

This subject will help students develop basic knowledge, concepts and techniques in the accounting areas and to acquire the skills which are necessary to understand fundamental accounting methods and procedures.

Law for Business (LFB)

This module aims to apply the concept of business laws that the students will face with in practical business situations.

Entrepreneurial Creativity (ENC)

The purpose of this subject is to enable participants to identify and employ strategies and actions to enhance the creativity and innovation of organizations.

Managing Small & Medium Enterprise (MSME)

The purpose of this subject is to enable participants to identify and employ strategies and actions to effectively manage a small business.

Global Economics & Current Issues (GECI)

This module will expose students to the role of government within the framework of cooperate environment. It also analyzes relationships between economic activities and its effect on social development. Generally it helps students to understand the importance of public sector to the national economic environment.

Finance Resource Management (FRM)

This subject will help student develop the knowledge, concepts and techniques introduced in the accounting areas and to acquire the skills which are necessary to plan control the financial resources in an organizations.

Corporate Law (CLAW)

This module aims to examine the concepts, principles, and techniques of law to enable students to understand the importance and application of company law and its related regulations in corporations.

Global Marketing (GMKT)

The purpose of this subject is to introduce participants the concepts and skill that would enable them to identify and employ strategies and actions to effectively identify and capitalize on opportunities in overseas markets.

Business Statistics (BSTATS)

This subject will help students acquire four areas of quantitative methods and business statistics which are of particular relevance in financial decisions and analyses.

Organizational Behavior (OBH)

This subject will provide the understanding of nature and scope of an organizational behavior. It also allows the student to enhance their knowledge and apply different approaches to organization problems and effectiveness.

Operations Management (OMGT)

This module helps students to comprehend and appreciate the multitude of problems to be encountered during the transformation that can help the organizations to overcome these challenges. This module also introduces approaches to managing activities within operational context that can help organizations achieve its objectives.

Business Organization (BORG)

This module provides basic knowledge and understanding on the nature and working of a business organization. It helps the students to understand how managers manage the work force and the various organizational activities toward achieving the organization pre-established objectives and at the same time to meet the individual worker's objectives. The emphasis is to encourage students to think as a manager. This module exposes students to four main managerial functions: Planning, Organizing, Leading, and Controlling. Also on current changes that managers have to face while performing their duties.

Good Governance & Ethics (GGE)

The purpose of this subject is to enable participants to understand the nature of business ethics and social responsibility.

Electronic Business (EBIZ)

The purpose of this subject is to enable participants to understand how, as a consequence of the emergence of a global electronic marketplace and of business investment in the commercialization of the World Wide Web, there have been shifts in standard business practice.

Corporate Entrepreneurship (CENT)

This module explores entrepreneurship in larger companies. Corporate entrepreneurship is a term used to describe entrepreneurial behavior inside established mid-sized and large organizations. The current business climate demands that companies develop the capability to anticipate and respond to changes in their external environment. These changes may represent opportunities or threats for companies. Entrepreneurship has been viewed as a means through which economic actors identify and pursue such opportunities.

Entrepreneurial Business Strategy (EBS)

The aim of the module is to examine the nature of strategy and strategic management in entrepreneurial startups. Students will develop the necessary skills and competences for leading and managing an entrepreneurial start up, and will gain an understanding of the consequences of growth within the context of their personal circumstances. Strong emphasis is placed upon strategic management style and managerial activities that best cope with the challenges facing entrepreneurial startups in the early 21st century.

Entrepreneurial Leadership (ENL)

The purpose of this subject is to introduce participants the concepts and applications to enable them to develop self-awareness and self-management strategies to optimize achievement of goals; to manage more effectively in conditions of change, uncertainty and ambiguity; to select and employ decision making strategies to facilitate taking difficult decisions; to develop strategic leader behaviors; to create and maintain quality management for organizations and individuals and to achieve organizational goals through personal skills and attributes and networks.

Entrepreneurial Thesis (ETH)

The purpose of this Thesis subject is to enable participants to integrate skills and learning from previously completed subjects and apply this knowledge and skills to an entrepreneurial thesis.

2. Global Executive MBA (Entrepreneurship and Innovation) Introduction

The only program of its kind in the region, the VU Global Executive MBA (Entrepreneurship and Innovation) program is a high-quality program that is relevant and responsive to emerging business trends. The program functions as a think-tank, incubator and a boardroom that prepares future managers and business leaders to address and benefit from the global economic, social and political forces shaping the world through obtaining an EMBA. Participants will benefit from the diverse perspectives of peers from a wide variety of job functions and industry sectors.

Learning Objectives:

- Understanding and ability to apply skills towards complex analysis, decision-making and in the application of modern strategic management methods relevant to the field of entrepreneurship, business and management.
- Be able to integrate knowledge and concepts across functional areas to diagnose and solve complex business problems.
- Understand the unique challenges of operating in globe's business environment
- Enhance decision making capability and respond to the competitive global challenges
- Understand the new methodologies and tools that help you manage innovation day to day and help your company sustain competitive advantage over the long term
- Understand and be able to apply appropriate leadership behavior and skills for enhancing personal and organizational effectiveness.
- Be capable of analyzing business situations within their technological, social, ethical, political, and economic contexts.
- Be capable of professional communication, including presentation of business analyses

2.1 Global Executive MBA (Entrepreneurship and Innovation) Admission Requirements

1. Bachelor-level, undergraduate degree with 3 or more years of experience in general management and leadership positions; or
2. Diploma-level, undergraduate degree with 5 or more years of experience in general management and leadership positions. However, applicants are required to have gone through a panel interview with the Admissions Committee. The purpose is to observe each applicant's understanding of the topics and his or her viewpoints during the discussion on issues related to business and management so that the Admissions Committee can decide if the applicant meets our admission qualifications.

Not all qualified candidates can be admitted due to admissions to the VU Global Executive MBA (Entrepreneurship and Innovation) program is highly competitive. The VU Admissions Committee will base its judgment on a wide range of criteria by using multiple indicators in assessing an applicant's qualifications, including educational background, professional competence, work experience, teamwork and leadership competencies. The Admissions Committee strives to select the best applicants possible who best can fulfill the graduate study requirements, bring the most experience and diversity to the class.

2.2 Global Executive MBA (Entrepreneurship and Innovation) Curriculum Structure

Core Courses	Subject Code	Credit
Global Marketing and Brand Management	GEMBA600C	3
Decision Analysis	GEMBA610C	3
Leading and Managing Global Organization	GEMBA620C	3
Financial Reporting and Analysis	GEMBA630C	3
Strategic Human Resource Management	GEMBA640C	3
Managerial Economics and Public Policy	GEMBA650C	3
Entrepreneurial and Growth Management	GEMBA660C	3
Innovation and Entrepreneurship	GEMBA670C	3
Operations and Supply Chain Management	GEMBA680C	3
Business Values and Ethics	GEMBA690C	3
Global Strategy Management	GEMBA700C	3
Group Case Project	GEMBA800P	9
	Total	42

2.2.1 Global Executive MBA (Entrepreneurship and Innovation) Course Description

Global Marketing and Brand Management (GEMBA600C)

This course provides thorough coverage of global marketing, with a strong emphasis on the issues confronting companies that market across cultural boundaries. Also stresses on the analysis of marketing strategies for consumer products and services. Topics include: consumer satisfaction and brand management, product line, pricing strategies, channel and retail relationships, and marketing communication strategies for consumer goods and services. This courses uses real-life examples to illustrate salient issues that are continually discussed within and outside of the text.

Decision Analysis (GEMBA610C)

Students are trained to develop a rigorous and clear methodology to cope with decisions in situations of uncertainty. For this purpose, tools and concepts such as decision trees, measurement of uncertainty by means of probability, and attitudes towards risk are explained in detail. In this course, students will assess the uncertainties of each alternative using probability and will work through the economic consequences of each scenario before finally making a decision. The value of information at each stage will be evaluated. The course will use simulation as a way of analyzing a variety of possible future scenarios, to understand the likelihood of those scenarios in order to be in a better position to make a decision.

Leading and Managing Global Organization (GEMBA620C)

Students will develop leadership and managerial skills that are critical to effective global managers. Students will also explore the impact of cultural differences on personal and organizational effectiveness.

Financial Reporting and Analysis (GEMBA630C)

This course is designed to help students read and understand financial statements from an operation and strategic perspective. It helps students to review an organization's past performance and forecast its future performance. As most students are financial statement users (including insiders like managers and executives, and outsiders like investors and analysts) rather than producers, the course interprets the financial statements from the user's perspective.

Strategic Human Resource Management (GEMBA640C)

This course examines current issues critical to the management of an organization's human capital assets. Uses case analyses and class discussions to critically examine how systems of human resource management policies and practices can be used to enhance a firm's competitive strategy and help to achieve a competitive advantage in the marketplace. Participants examine how to

develop and deploy systems of human resource practices appropriate to specific organizational objectives and to evaluate their impact on organization effectiveness.

Managerial Economics and Public Policy (GEMBA650C)

This course examines the basic concepts and applications of demand and supply analysis. The course also explores topics of production and pricing in both domestic and international markets. Furthering the understanding of different market structures, this course focuses on the causes and consequences of market failures, the application of game theory to corporate decision-making, and the impact of technological change, international competition and government regulation.

Entrepreneurial and Growth Management (GEMBA660C)

The focus of this course is to provide an in-depth exposure to the process of starting and scaling an enterprise from the idea and business plan stage into that of a company. You will develop a start-up idea by formulating and executing a research project, which includes, assessing and validating market opportunities; developing an actionable business plan and pitching to investors. You will learn how to set up the right management team for the new enterprise. The class will provide you with exposure to how integrative entrepreneurial execution can be successfully utilized in a variety of career and work contexts.

Innovation and Entrepreneurship (GEMBA670C)

The module aims to provide knowledge and practical tools for the management of innovation, a crucial organizational process bringing new products, services and technology from a mind or a lab to the market.

Operations and Supply Chain Management (GEMBA680C)

This course will focus on how organizations maximize their resources efficiently and effectively. You will study how important it is to integrate your suppliers, vendors and customers as part of your internal process. Topics also include the use of technology, process management and change management as an integral part of your organization's success.

Business Values and Ethics (GEMBA690C)

It's a course about the most prominent issues in ethics of economics and business ethics and the major positions and arguments on these issues. Different ethical approaches will be discussed and evaluated. This course aims to help students understand the main terminology of ethics. To help students apply ethical terms and analyzing methods to issues of ethics in general, business ethics and to particular business cases.

Global Strategy Management (GEMBA700C)

An examination of the distinctive management issues that arise when firms are either contemplating or already doing business across national boundaries. This course requires the integration and application of knowledge and skills learned in earlier courses and also introduces the critical business skills of understanding and managing strategic issues in international settings.

Group Case Project (GEMBA800P)

The Group Case Project is an integral part of the curriculum, and it is vital to student's success in the VU GEMBA program. In this project students will apply management theories and framework learned in the classroom to real-world business issues. Students will work in a small group to complete a project which will include attending an introductory lecture, topic selection, outlining the proposal, writing and revising the report, and giving an oral defense or presentation. Each group will be assigned a professor or lecturer who will supervise the project and guide the students throughout the entire process.

3. MBA Introduction

The VU Master of Business Administration (MBA) program is a high-standard program that is relevant and responsive to emerging business trends. The program provides an intensive learning environment where young and dynamic professionals are grounded in the vital disciplines of business management. The program will expose the participants/students to a solid foundation course that includes business fundamentals, tools, and models useful for making decisions.

Learning Objectives:

- Have an understanding of the key functional business disciplines.
- Be capable of analyzing business situations within their technological, social, ethical, political, and economic contexts.
- Have analytical and decision-making skills that use the appropriate disciplinary knowledge.
- Be capable of professional communication, including presentation of business analyses.
- Be capable to synthesize, analyze and integrate participant's knowledge from across the organization and use this knowledge to provide innovative and credible solutions that provide an immediate return on investment.
- To focus on advancing the strategic objectives of the organization, emphasizing application of theory in practice and identifying effective action.
- Will possess multi-disciplinary competencies and be able to apply fundamental knowledge of core business concepts in business analysis.
- Will be able to leverage on the unsurpassed network of highly accomplished individuals and faculty members as a source of learning, sharing experiences.

3.1 MBA Admission Requirements

An applicant must:

1. Have a bachelor's degree or equivalent from an accredited institution of higher education preferable with 3 years or more working experience at managerial level; OR
2. Possess a minimum of Diploma or its equivalent recognized by the Senate of VU; with 5 years of working experience at managerial level; or
3. Open Entry: At least 30 years old on 1st January of the year of application with sufficient managerial work experience

3.2 MBA (General Management) Curriculum Structure

Core Courses	Subject Code	Credit
Marketing Management	GBMM6002	4
Managerial Economics	GBME6013	4
Organizational Behavior	GBOB6089	4
Human Resource Management	GBHR6019	4
Accounting and Finance	GBAF6033	4
Strategic Management	GBSM6010	4

Concentration Courses	Subject Code	Credit
International Business	GBIB6801	3
Operations Management	GBOM6015	3
Project Management	GBPM6001	3
Entrepreneurship	GBES6310	3
Innovation Management	GBIN6010	3

Course (Thesis)	Subject Code	Credit
Industrial Project Paper (12,000 words)	GBIP6333	9

Total	48
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3.2.1 MBA (General Management) Course Description

Marketing Management (GBMM6002)

Changing environment, greater competition and advances in ICT led firms to recognize the importance of developing intelligence and strategic insights about market and consumers. This course was designed to enhance students understanding on how to analyze, formulate, implement and manage marketing strategies and policies at the tactical and strategic management levels. Topics covered include corporate business strategies, marketing management process, Analysis of markets and consumer behavior, developing strategic marketing program, e-marketing and marketing communications.

Managerial Economics (GBME6013)

This course seeks to enhance students' understanding on the micro and macroeconomic environment which affect a business and decision making by managers. Discussions will focus on basic models of the firm, examines some of the criticisms of the model and offer alternatives in its place. Factors influencing firm's supply and demand and price, various elastic ties and market structures in which the firm is operating will also be discussed. Finally, attention is given to discuss the determination of national income, inflation and unemployment, theory and practice of government fiscal and monetary policy affecting firm's decision making.

Organizational Behavior (GBOB6089)

This course provides students with the knowledge base for understanding behavior within organizations. It incorporates teachings from multiple disciplines – ideas from political science, economics and information technology as well as concepts from behavioral sciences, such as psychology, anthropology and sociology. The course equips students with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

Human Resource Management (GBHR6019)

This course focuses on strategic issues and choices in acquiring, developing, motivating, managing, and retaining a workforce, from the perspective of a general manager or non-HR manager. Topics include: strategic HRM, employment law, job design and analysis, performance management, HR planning, staffing, training and development, compensation and incentive, and employee and labor relations. HRM for global operations will be integrated throughout this course. Emphasis is placed on how HRM programs can add value and create competitive advantage, and on the need for HR practices to be internally consistent and aligned with the firm's strategy.

Accounting and Finance (GBAF6033)

This course provides students with an understanding of accounting theory and the knowledge and skills pertinent to selected specialized financial accounting issues, and also the functional areas of financial accounting and managerial accounting.

Strategic Management (GBSM6010)

This course discusses the overall global business environment (macro level) and factors impacting on competition and strategies used by companies around the globe to cope with the situation especially in the context of doing business in Asia and the Pacific Region. It is specifically focused on the analysis of internal and external environmental factors and how these factors influence the analysis, formulation, development, adoption and execution of strategies to maintain competitive advantage especially those doing business in Asian countries. Discussion also includes topics such as industry analysis, strategy formulation, and strategy implementation with specific reference to managing business operations in Asian countries.

International Business (GBIB6801)

This subject discusses the overall global environment (macro level) impacting businesses and strategies used by companies around the globe in handling enhance competition, more complex operations and changing dynamics of International Business. Discussions will include topics like industry analysis, strategy formulation, and strategy implementation. Learning and discussions materials will be biased towards addressing International Business issues in the Asia and Pacific regions.

Operations Management (GBOM6015)

The students will understand the basic concepts of operation management. More specifically, the students will understand the important role played by the production/operation function in a business and its relation to the other functional areas. The students will be able to analyze operations decision situations using the relevant techniques.

Project Management (GBPM6001)

This subject emphasizes on characteristics, problems, techniques and methods of Project Management and also of decision-making in organizations using Program Evaluation and Review Techniques (“PERT Method (“CPM”)), etc. Software computer models and practices will be used to solve practical problems in an organization.

Entrepreneurship (GBES6310)

This unit examines the role that the entrepreneur plays in coordinating the new venture (planning) and in the process of handling uncertainty that innovation entails, and the elements that make up success and failure in innovation. Entrepreneurs in various forms of organizations will be examined: owner-firm, corporate manager, social agent of change, public sector manager. How entrepreneurs innovate and then make the appropriate investment decisions are the crucial issues in all forms of organizations.

The unit sets out to integrate the various theories and practices drawn from the business and social science disciplines, to address the questions of why do some people become entrepreneurs and how do they go about succeeding, in essence, the theoretical overview shows that entrepreneurship

arises from both self and circumstance. Students will be involved in evaluating a business plan for a new venture and hence learn about the necessary components for successful generation of new projects and develop skills in the critical appraisal of business plans.

Innovation Management (GBIN6020)

This unit aims to equip management students with an understanding of the main issues in the management of innovation and an appreciation of the relevant skills needed to manage innovation at both strategic and operational levels. It provides evidence of different approaches based on real-world examples and experiences of leading organizations from around the world.

Industrial Project Paper (GBIP6333)

This course highlights the issues relating to the research project at 12,000 words. It includes the following topics:

- a. Identify the research problems.
- b. Review the literature of the subjects chosen.
- c. Develop the research objectives.
- d. Develop the research questions.
- e. Develop the research framework and methodology.
- f. Analyze the finding and conclusion.

3.3 MBA (Entrepreneurial Management) Curriculum Structure

Core Courses	Subject Code	Credit
Marketing Management	GBMM6002	4
Managerial Economics	GBME6013	4
Organizational Behavior	GBOB6089	4
Human Resource Management	GBHR6019	4
Accounting and Finance	GBAF6033	4
Strategic Management	GBSM6010	4

Concentration Courses	Subject Code	Credit
Corporate Governance	GECG6119	3
Operations Management	GBOM6015	3
Creativity & Innovation	GEIN6212	3
Entrepreneurship	GBES6310	3
Entrepreneurial Global Ventures	GEES6802	3

Course (Thesis)	Subject Code	Credit
Industrial Focus Entrepreneurial Project Paper (12,000 words)	GBIP6335	9

Total	48
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3.3.1 MBA (Entrepreneurial Management) Course Description

Marketing Management (GBMM6002)

Changing environment, greater competition and advances in ICT led firms to recognize the importance of developing intelligence and strategic insights about market and consumers. This course was designed to enhance students understanding on how to analyze, formulate, implement and manage marketing strategies and policies at the tactical and strategic management levels. Topics covered include corporate business strategies, marketing management process, Analysis of markets and consumer behavior, developing strategic marketing program, e-marketing and marketing communications.

Managerial Economics (GBME6013)

This course seeks to enhance students' understanding on the micro and macroeconomic environment which affect a business and decision making by managers. Discussions will focus on basic models of the firm, examines some of the criticisms of the model and offer alternatives in its place. Factors influencing firm's supply and demand and price, various elastic ties and market structures in which the firm is operating will also be discussed. Finally, attention is given to

discuss the determination of national income, inflation and unemployment, theory and practice of government fiscal and monetary policy affecting firm's decision making.

Organizational Behavior (GBOB6089)

This course provides students with the knowledge base for understanding behavior within organizations. It incorporates teachings from multiple disciplines – ideas from political science, economics and information technology as well as concepts from behavioral sciences, such as psychology, anthropology and sociology. The course equips students with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

Human Resource Management (GBHR6019)

This course focuses on strategic issues and choices in acquiring, developing, motivating, managing, and retaining a workforce, from the perspective of a general manager or non-HR manager. Topics include: strategic HRM, employment law, job design and analysis, performance management, HR planning, staffing, training and development, compensation and incentive, and employee and labor relations. HRM for global operations will be integrated throughout this course. Emphasis is placed on how HRM programs can add value and create competitive advantage, and on the need for HR practices to be internally consistent and aligned with the firm's strategy.

Accounting and Finance (GBAF6033)

This course provides students with an understanding of accounting theory and the knowledge and skills pertinent to selected specialized financial accounting issues, and also the functional areas of financial accounting and managerial accounting.

Strategic Management (GBSM6010)

This course discusses the overall global business environment (macro level) and factors impacting on competition and strategies used by companies around the globe to cope with the situation especially in the context of doing business in Asia and the Pacific Region. It is specifically focused on the analysis of internal and external environmental factors and how these factors influence the analysis, formulation, development, adoption and execution of strategies to maintain competitive advantage especially those doing business in Asian countries. Discussion also includes topics such as industry analysis, strategy formulation, and strategy implementation with specific reference to managing business operations in Asian countries.

Corporate Governance (GECG6119)

This course examines the legal foundations of business and the interaction of law, business, and society, and develops the practical knowledge business managers need to recognize legal issues and protect business interests.

Operations Management (GBOM6015)

The students will understand the basic concepts of operation management. More specifically, the students will understand the important role played by the production/operation function in a business and its relation to the other functional areas. The students will be able to analyze operations decision situations using the relevant techniques.

Creativity and Innovation (GEIN6212)

This course aims to equip management students with an understanding of the main issues in the management of innovation and an appreciation of the relevant skills needed to manage innovation and creativity at both strategic and operational levels. It provides evidence of different approaches based on real-world examples and experiences of leading organizations from around the world

Entrepreneurship (GBES6310)

This course examines the role that the entrepreneur plays in coordinating the new venture (planning) and in the process of handling uncertainty that innovation entails, and the elements that make up success and failure in innovation. Entrepreneurs in various forms of organizations will be examined: owner-firm, corporate manager, social agent of change, public sector manager. How entrepreneurs innovate and then make the appropriate investment decisions are the crucial issues in all forms of organizations.

The course sets out to integrate the various theories and practices drawn from the business and social science disciplines, to address the questions of why do some people become entrepreneurs and how do they go about succeeding, in essence, the theoretical overview shows that entrepreneurship arises from both self and circumstance. Students will be involved in evaluating a business plan for a new venture and hence learn about the necessary components for successful generation of new projects and develop skills in the critical appraisal of business plans.

Entrepreneurial Global Ventures (GEES6802)

This course discusses the overall global environment (macro level) impacting businesses and strategies used by companies around the globe in handling enhance competition, more complex operations and changing dynamics of International Business. Discussions will include topics like industry analysis, strategy formulation, and strategy implementation. Learning and discussions materials will be biased towards addressing international business issues in the Asia and Pacific regions.

Industrial Focus Entrepreneurial Project Paper (GBIP6335)

This course highlights the issues relating to the research project at 12,000 words. It includes the following topics:

- a. Identify the research problems.
- b. Review the literature of the subjects chosen.

- c. Develop the research objectives.
- d. Develop the research questions.
- e. Develop the research framework and methodology.
- f. Analyze the finding and conclusion.

3.4 MBA (Finance) Curriculum Structure

Core Courses	Subject Code	Credit
Marketing Management	GBMM6002	4
Managerial Economics	GBME6013	4
Organizational Behavior	GBOB6089	4
Human Resource Management	GBHR6019	4
Accounting and Finance	GBAF6033	4
Strategic Management	GBSM6010	4

Concentration Courses	Subject Code	Credit
Contemporary Auditing Issues	GFCA6220	3
Advanced Financial Reporting	GFFR6710	3
Corporate Governance	GECEG6119	3
Corporate Finance	GECECF6004	3
Entrepreneurship OR Cooperative Accounts and Audit	GBES6310 GFCA6620	3 3

Course (Thesis)	Subject Code	Credit
Industrial Focus Finance Project Paper (12,000 words)	GBIP6339	9

Total	48
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3.4.1 MBA (Finance) Course Description

Marketing Management (GBMM6002)

Changing environment, greater competition and advances in ICT led firms to recognize the importance of developing intelligence and strategic insights about market and consumers. This course was designed to enhance students understanding on how to analyze, formulate, implement and manage marketing strategies and policies at the tactical and strategic management levels. Topics covered include corporate business strategies, marketing management process, Analysis of

markets and consumer behavior, developing strategic marketing program, e-marketing and marketing communications.

Managerial Economics (GBME6013)

This course seeks to enhance students' understanding on the micro and macroeconomic environment which affect a business and decision making by managers. Discussions will focus on basic models of the firm, examines some of the criticisms of the model and offer alternatives in its place. Factors influencing firm's supply and demand and price, various elastic ties and market structures in which the firm is operating will also be discussed. Finally, attention is given to discuss the determination of national income, inflation and unemployment, theory and practice of government fiscal and monetary policy affecting firm's decision making.

Organizational Behavior (GBOB6089)

This course provides students with the knowledge base for understanding behavior within organizations. It incorporates teachings from multiple disciplines – ideas from political science, economics and information technology as well as concepts from behavioral sciences, such as psychology, anthropology and sociology. The course equips students with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

Human Resource Management (GBHR6019)

This course focuses on strategic issues and choices in acquiring, developing, motivating, managing, and retaining a workforce, from the perspective of a general manager or non-HR manager. Topics include: strategic HRM, employment law, job design and analysis, performance management, HR planning, staffing, training and development, compensation and incentive, and employee and labor relations. HRM for global operations will be integrated throughout this course. Emphasis is placed on how HRM programs can add value and create competitive advantage, and on the need for HR practices to be internally consistent and aligned with the firm's strategy.

Accounting and Finance (GBAF6033)

This course provides students with an understanding of accounting theory and the knowledge and skills pertinent to selected specialized financial accounting issues, and also the functional areas of financial accounting and managerial accounting.

Strategic Management (GBSM6010)

This course discusses the overall global business environment (macro level) and factors impacting on competition and strategies used by companies around the globe to cope with the situation especially in the context of doing business in Asia and the Pacific Region. It is specifically focused on the analysis of internal and external environmental factors and how these factors influence the analysis, formulation, development, adoption and execution of strategies to maintain competitive advantage especially those doing business in Asian countries. Discussion also includes topics such

as industry analysis, strategy formulation, and strategy implementation with specific reference to managing business operations in Asian countries.

Contemporary Auditing Issues (GFCA6220)

This course imparts, evaluate and assess the candidates knowledge and in depth understanding in the key areas of contemporary auditing issues.

Advanced Financial Reporting (GFFR6710)

This course provides an overview of the accounting standard setting process and contemporary developments (i.e.: International Financial Reporting Standards or IFRS) and aims to deepen understanding of this process and encourage reflection on the appropriateness of current practice.

Corporate Governance (GECG6119)

This course is examines the legal foundations of business and the interaction of law, business, and society, and develops the practical knowledge business managers need to recognize legal issues and protect business interests

Corporate Finance (GFCE6004)

This course deals with the strategic financial issues associated with the role of a corporation's management to increase the value of the firm to its shareholders while observing applicable laws and responsibilities.

Entrepreneurship (GBES6310)

This course examines the role that the entrepreneur plays in coordinating the new venture (planning) and in the process of handling uncertainty that innovation entails, and the elements that make up success and failure in innovation. Entrepreneurs in various forms of organizations will be examined: owner-firm, corporate manager, social agent of change, public sector manager. How entrepreneurs innovate and then make the appropriate investment decisions are the crucial issues in all forms of organizations.

The unit sets out to integrate the various theories and practices drawn from the business and social science disciplines, to address the questions of why do some people become entrepreneurs and how do they go about succeeding, in essence, the theoretical overview shows that entrepreneurship arises from both self and circumstance. The participant will be involved in evaluating a business plan for a new venture and hence learn about the necessary components for successful generation of new projects and develop skills in the critical appraisal of business plans.

Corporate Accounts and Audit (GFCA6620)

This unit examines strategic finance, accounts & audit issues in the cooperatives in Malaysia in the context of the changing cooperative environment.

Industrial Focus Finance Project Paper (GBIP6339)

This course highlights the issues relating to the research project at 12,000 words. It includes the following topics:

- a. Identify the research problems.
- b. Review the literature of the subjects chosen.
- c. Develop the research objectives.
- d. Develop the research questions.
- e. Develop the research framework and methodology.
- f. Analyze the finding and conclusion.

3.5 MBA (Tourism Industry Management) Curriculum Structure

Core Courses	Subject Code	Credit
Marketing Management	GBMM6002	4
Managerial Economics	GBME6013	4
Organizational Behavior	GBOB6089	4
Human Resource Management	GBHR6019	4
Accounting and Finance	GBAF6033	4
Strategic Management	GBSM6010	4

Concentration Courses	Subject Code	Credit
Corporate Governance	GECG6119	3
Hospitality Management	GBHM6120	3
Conventions & Project Management	GTPM6123	3
Entrepreneurship	GBES6310	3
Resorts and Inns Management	GTRM6215	3

Course (Thesis)	Subject Code	Credit
Industrial Focus Tourism Project Paper (12,000 words)	GBIP6337	9

Total	48
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3.5.1 MBA (Tourism Industry Management) Course Description

Marketing Management (GBMM6002)

Changing environment, greater competition and advances in ICT led firms to recognize the importance of developing intelligence and strategic insights about market and consumers. This course was designed to enhance students understanding on how to analyze, formulate, implement and manage marketing strategies and policies at the tactical and strategic management levels. Topics covered include corporate business strategies, marketing management process, Analysis of markets and consumer behavior, developing strategic marketing program, e-marketing and marketing communications.

Managerial Economics (GBME6013)

This course seeks to enhance students' understanding on the micro and macroeconomic environment which affect a business and decision making by managers. Discussions will focus on basic models of the firm, examines some of the criticisms of the model and offer alternatives in its place. Factors influencing firm's supply and demand and price, various elastic ties and market structures in which the firm is operating will also be discussed. Finally, attention is given to discuss the determination of national income, inflation and unemployment, theory and practice of government fiscal and monetary policy affecting firm's decision making.

Organizational Behavior (GBOB6089)

This course provides students with the knowledge base for understanding behavior within organizations. It incorporates teachings from multiple disciplines – ideas from political science, economics and information technology as well as concepts from behavioral sciences, such as psychology, anthropology and sociology. The course equips students with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

Human Resource Management (GBHR6019)

This course focuses on strategic issues and choices in acquiring, developing, motivating, managing, and retaining a workforce, from the perspective of a general manager or non-HR manager. Topics include: strategic HRM, employment law, job design and analysis, performance management, HR planning, staffing, training and development, compensation and incentive, and employee and labor relations. HRM for global operations will be integrated throughout this course. Emphasis is placed on how HRM programs can add value and create competitive advantage, and on the need for HR practices to be internally consistent and aligned with the firm's strategy.

Accounting and Finance (GBAF6033)

This course provides students with an understanding of accounting theory and the knowledge and skills pertinent to selected specialized financial accounting issues, and also the functional areas of financial accounting and managerial accounting.

Strategic Management (GBSM6010)

This course discusses the overall global business environment (macro level) and factors impacting on competition and strategies used by companies around the globe to cope with the situation especially in the context of doing business in Asia and the Pacific Region. It is specifically focused on the analysis of internal and external environmental factors and how these factors influence the analysis, formulation, development, adoption and execution of strategies to maintain competitive advantage especially those doing business in Asian countries. Discussion also includes topics such as industry analysis, strategy formulation, and strategy implementation with specific reference to managing business operations in Asian countries.

Corporate Governance (GECG6119)

This course examines the legal foundations of business and the interaction of law, business, and society, and develops the practical knowledge business managers need to recognize legal issues and protect business interests.

Hospitality Management (GTHM6120)

This course is designed to provide participants with an in-depth knowledge of the hotel management issues in the context of international changes and development that have a bearing on the tourism and hotel industry.

Conventions and Project Management (GTPM6123)

This course is designed to provide participant's with an in-depth knowledge of the principles and practice of corporate strategy formulation built around a systematic approach to special events, conventions and project management.

Entrepreneurship (GBES6310)

This course examines the role that the entrepreneur plays in coordinating the new venture (planning) and in the process of handling uncertainty that innovation entails, and the elements that make up success and failure in innovation. Entrepreneurs in various forms of organizations will be examined: owner-firm, corporate manager, social agent of change, public sector manager. How entrepreneurs innovate and then make the appropriate investment decisions are the crucial issues in all forms of organizations.

The course sets out to integrate the various theories and practices drawn from the business and social science disciplines, to address the questions of why do some people become entrepreneurs and how do they go about succeeding, in essence, the theoretical overview shows that entrepreneurship arises from both self and circumstance. Students will be involved in evaluating a business plan for a new venture and hence learn about the necessary components for successful generation of new projects and develop skills in the critical appraisal of business plans.

Resorts and Inns Management (GTRM6215)

This course examines strategic resort and inns management issues in the context of recreational amenities, resort marketing and operations, resort guest activities and the future of resorts in the context of the changing environment.

Industrial Focus Tourism Project Paper (GBIP6337)

This course highlights the issues relating to the research project at 12,000 words. It includes the following topics:

- a. Identify the research problems.
- b. Review the literature of the subjects chosen.
- c. Develop the research objectives.
- d. Develop the research questions.
- e. Develop the research framework and methodology.
- f. Analyze the finding and conclusion.

4. DBA Introduction

The VU Doctor of Business Administration (DBA) program is best described as a research-based management program aimed at enhancing managerial capacity to make a significant, original contribution to business practices. The program is highly flexible: The DBA participants can tailor their studies around their career needs and lifestyles. The DBA program provides a practical yet academically rigorous learning experience for a diverse population of traditional and non-traditional participants.

Program Objectives:

- To prepare participants for a career in management or consulting at a senior executive level;
- To provide participants with the knowledge and skills necessary in order to conduct meaningful and original empirical research;
- To develop within each participant the fundamental expertise and skills required in order to become a college or school faculty member in an area of Business Administration.

The doctoral program is designed for both part-time and full-time DBA participants. Those who apply themselves should be able to complete the required coursework within three years. DBA participants must complete the program within five years after beginning their doctoral coursework. However, in extenuating circumstances, DBA participants may apply for an extension up to one year to complete the program. After six years in the program, DBA participants must reapply if they have not completed all the requirements for graduation

4.1 DBA Admission Requirements

Applicants must have a master's degree in Business, Public Administration or related field from an accredited institution or a comparable foreign institution, with a minimum Grade Point Average (GPA) of 3.0 or the equivalent in the master's degree. Applicants possessing a master's degree in a field of study other than Business or Public Administration may be required to take additional preparatory courses.

- Applicants must submit a concise professional and/or academic résumé highlighting both experience and training.
- Applicants must submit a statement of goals.
- Applicants must submit two letters of recommendation attesting to the applicant's ability to succeed in a doctoral program are required.
- Applicants must have English language proficiency.
- Applicants with responsible managerial or professional work experience will be given preference in admission.

Please note:

1. Applicants are required to have gone through a panel interview with the Admissions Committee. The purpose is to observe each applicant's understanding of the topics and his or her viewpoints during the discussion on issues related to business and management so that the Admissions Committee can decide if the applicant meets our admission qualifications.
2. Applicants who have completed the GMAT or GRE examinations within the past ten years may submit their test score results. This is not mandatory but will help the Admissions Committee to assess the participant's abilities to undertake the program.

4.2 DBA Curriculum Structure

The VU Doctor of Business Administration (DBA) program is best described as a research-based management program aimed at enhancing managerial capacity to make a significant, original contribution to business practices. The program is highly flexible: The DBA participants can tailor their studies around their career needs and lifestyles. The DBA program provides a practical yet academically rigorous learning experience for a diverse population of traditional and non-traditional participants.

Each DBA Program course is divided into three groups. With rare exceptions, DBA participants are required to follow the course sequence as shown below.

- i. The "Industrial Focus Workshop" provides DBA participants with a solid doctoral foundation.

- ii. The “Domain” allows a DBA participant the opportunity to develop further a specific area of interest.
- iii. The DBA finishes with a dissertation of 45,000 words

4.2.1 DBA Course Description

INDUSTRIAL FOCUS WORKSHOP

VU’s Industry Focus workshop prepares participants for management positions with a high degree of responsibility in leading international companies. The participant will gain a deep understanding of the structure and the challenges of these industries in today’s international marketplace. VU’s faculty members are well connected to local, regional and global business networks.

DBSC9745 – Strategy and Competition (4 credits)

This course is designed to enable participants to:

Knowledge

- describe the competitive environment and drivers of competitiveness
- define the influence of internal and external factors on performance
- recognize the impact of industry and firm specific conditions
- understand the linkage between competitiveness and performance, and
- understand the role of scale and scope

Skills

- use qualitative and quantitative data to assess competitive advantage and strategic options
- integrate theory and practice in assessing complex competitive situations
- analyze firm financial, market, organizational and production data, and
- take responsibility for your own learning through application to current cases and business practice

Values

- appreciate the complexity of strategic choice
- explore the ethical boundaries of law, economics and corporate behavior
- develop an interdisciplinary approach to understanding strategy and competitiveness, and
- understand the emerging impact of global and technology factors on performance

DBLC9755 – Leadership and Change Management (4 credits)

This course is designed to enable participants to understand the role of strategy making to achieve sustainable competitive advantage in the context of increasing uncertainty in local and global business environments. It focuses on the strategic challenges and their management in a 21st century context – in particular the impact of the changing global, technological and knowledge based economy on how organizations grow and sustain growth and to take charge as leaders in the business context.

DBFD9765 – Finance for Decision Making (4 credits)

The overriding objective of this course is to make participants competent in the use of accounting information. This necessarily involves an understanding of accounting concepts, techniques and language, but it does not require that the participants become technically competent in the detailed preparation of accounting reports. Upon completion of course is expected that the participants will be:

- Knowledgeable of the structure of accounting information – that is, have learned the general conventions and rules of accounting
- Competent in manipulating this data to give it meaning – that is, able to analyze and evaluate the performance of organizations through the use of financial statements
- Capable in using accounting data to solve problems faced by managers within organizations, both public and private – that is, able to analyze financial information in order to provide relevant information to assist in making resource allocation and usage decisions
- Able to analyze the financial need of organizations and be aware of the types and sources of financial resources available

DBSM9775 – Strategic Marketing: Value Exchange (4 credits)

This workshop introduces participants to the new wave of strategic marketing. Participants will learn about the current nova of the value exchange concept, where an organization delivers value (which can be a combination of tangible and less tangible aspects of value - as perceived by the market(s); and in exchange the market(s) will deliver value back to the company. They will also learn to understand the real issues of what actually constitutes value. Participants will indulge beyond the normal seven P's of marketing but also learn to include other value aspects such as image, perception, competitive stance, positioning in total, and many other aspects of value creation including culture, sub culture, regional cultural values and so on.

DOMAIN

DBRE9701 – Research Foundations and Research Methodology (5 credits)

Topics of this course include scientific method, business information sources, research proposal development and evaluation, research design, scaling and instrument design, sampling design, statistical packages and applications, research reporting, writing and ethical considerations in business research.

DBDW9702 – Doctoral Workshop: Research Focus (5 credits)

This workshop introduces principles and techniques of doctoral scholarship and offers an overview of the development of theory and research logic, explores the relationship between theoretical and empirical constructs and provides a wide variety of specific research methodologies. Participants study the principles of the scientific method and research design

techniques common to both qualitative and quantitative research, including sampling methods and data collection techniques.

DISSERTATION

DBDI9703 – Dissertation (26 credits)

The doctoral dissertation requires a doctoral research on a business-related topic chosen by the participant in consultation with the instructor/supervisor. Participants are expected to demonstrate their ability to conduct research and to present their research reports. The dissertation has to be undertaken individually. The minimum length of the dissertation is 45,000 words. This amount of words does not include title, references, appendices, etc. Normally, writing a dissertation lasts for about 42 to 56 weeks. For the award of DBA evidence is required of successful defense of the thesis on an oral examination.

Credit

A credit is defined as the volume or amount of learning that is expected to take place in the completion of a course or subject. The volume of learning assigned to a credit has to be defined. VU defines a credit for international programs as representing 40 – 45 hours of student learning time. (1 Credit = 40 – 45 notional hours). Therefore, a course or subject that is assigned 3 credits will have 120 – 135 notional learning hours based on VU definition.

Graduation Requirements

To obtain the VU degree, a candidate is required to pass all exams, and must at least fulfill the following:

- 120 credits for a BBA (Entrepreneurial Management), with a minimum GPA 2.0
- 42 credits for Global Executive MBA (Entrepreneurship and Innovation), with a minimum GPA of 3.0
- 48 credits for MBA, with a minimum GPA of 3.0
- 52 credits for DBA, with a minimum GPA of 3.0. For the award of DBA evidence is required of successful defense of the thesis on an oral examination.

Grading System

A grade is reported for each course in which a participant has enrolled to indicate the quality of performance in that course. VU uses the following grading system to evaluate participant performance:

91 - 100%	A
81 - 90%	B
71 - 80%	C
61 - 70%	D
below 61%	F

The grading system used at VU is as follows (Grade Quality Points Significance):

Grade Quality Points Significance	
A	4.0
B	3.0
C	2.0
D	1.0*
F	0.0
AU	0.0
Audit I	0.0**
R (repeat)	0.0
S (satisfactory)	0.0***
U (unsatisfactory)	0.0***
W (withdrawn)	0.0

* The Graduate School does not recognize a “D” (or lesser) grade for a graduate participant enrolled in any course carrying graduate credit.

** An incomplete (I) may be given in lieu of a grade when circumstances beyond a participant’s control have prevented completing a significant portion of the work of a course within the allotted time. The participant’s performance in the course must otherwise be satisfactory. An incomplete must be removed in a manner and within the time determined by the lecturer. It may not be continued beyond one term from the end of the quarter term in which the (I) is awarded. Failure of the participant to remove the (I) by that date will result in an automatic grade of “F” being placed on the participant’s permanent transcript. An (I) cannot become a withdrawal (W).

*** Given only for classes using the Satisfactory/Unsatisfactory Grading Option. According to the regulations of the Graduate School, grades lower than “C” is recorded as “F.” Any combination of two “C” or “F” grades will mandate an academic review by the Dean.

Grade Point Average (GPA)

The participant’s GPA indicates scholastic standing. Factors like effort, self-esteem, or placement prospects should be unrelated. The total quarter term hours in which grades of A, B, C, D and F have been received, divided into the corresponding total quality points earned constitute the participant’s cumulative Grade Point Average (GPA). Likewise, the participant’s GPA for any time period is found by dividing the credits in which grades other than S and U were received into the total quality points earned during that period. Example:

3 credit hours x A (4.0) = 12.0 quality points
3 credit hours x B (3.0) = 9.0 quality points
3 credit hours x C (2.0) = 6.0 quality points
9 credits = 27.0 quality points

27.0 total quality points/9 hours = 3.0 GPA

Alumni Profiles

Mr. Gao Dekang: Chairman of Bosideng International Holdings; Forbes in 2010 making him the 6th richest person in China; Ranks 562 on the World's Billionaires 2009. A famous Asian investor in the UK.

Mr. Wang Shuifu: Forbes in 2010 making him the 12th richest person in China; Ranks 721 on the World's Billionaires 2009. Chairman of Xizi United Holding Corporation; Vice Chairman of China Enterprise Confederation; Vice Council Chairman of China Elevator Association; Chairman of Hangzhou Ophan Foundation; Chairman of Hangzhou Enterprise Confederation.

Zhang Pengfei: 36th richest person in China; Chairman of Modern United Group.

Mr. Liu Hanyuan: Member of Standing Committee of the CPPCC; Chairman, Tongwei Group, Forbes in 2010 making him the 4th richest person in China; Ranks 362 on the World's Billionaires 2009

Application Procedures

Complete the VU application and attach the required supporting documentation to your application and send to:

Victoria University
Avenue de la Gare 2
2000 Neuchâtel
Switzerland

Or Email to: info@vubs.ch

Evaluation is based on the information provided in the application, work references and interview performance. Admissions decisions are not formula-driven, and depend on the applicant's overall profile. The decision can either be an offer, conditional offer, rejection, or entry onto the waiting list.

BBA (Entrepreneurial Management)

- Application Form
- Passport Size Photo
- Photocopy of Passport or ID
- Copy of Education Degrees or Official Transcripts of Grades and Degrees

Global Executive MBA (Entrepreneurship and Innovation)

- Application Form
- Passport Size Photo
- Photocopy of Passport or ID
- Copy of Education Degrees or Official Transcripts of Grades and Degrees

- Resume
- Employment Acknowledgement Letter or Letter of Reference (Workplace)

Applicants who join with a Diploma qualification + 5 or more years of experience in general management and leadership positions are required to have gone through a panel interview with the Admissions Committee.

MBA

- Application Form
- Passport Size Photo
- Photocopy of Passport or ID
- Copy of Education Degrees or Official Transcripts of Grades and Degrees
- Resume
- Employment Acknowledgement Letter or Letter of Reference (Workplace)

DBA

- Application Form
- Passport Size Photo
- Photocopy of Passport or ID
- Copy of Education Degrees or Official Transcripts of Grades and Degrees
- Resume
- Employment Acknowledgement Letter or Letter of Reference (Workplace)

Applicants are required to have gone through a panel interview with the Admissions Committee.

Academic Council

- a) **M.S.S. El Namaki, PhD** (Free University Brussels)
- b) **J.L. Juvet, PhD** (University of Neuchâtel)
- c) **L.A. Keow, PhD** (University of Tokyo)
- d) **X. Dai, PhD** (Peking University)
- e) **A.Th.M. Roelofsen, Drs.** (University of Amsterdam)
- f) **G. Ju, PhD** (Peking University)
- g) **D. Xu, PhD** (Shanghai Jiaotong University)
- h) **R. Lazenby, MPhil** (Cranfield School of Management)
- i) **D. Shaw, PhD** (Purdue University)

Others to be nominated according to need.

The Academic Council sets standards for academic performance and operations within VU and monitors their fulfilment. The Academic Council will have the following powers, unless otherwise prescribed by the Executive Board:

1. Recognition to teach and examine at undergraduate and postgraduate level.
2. Promote research within VU and to require reports, from time to time, on such research.
3. Recommend to the Executive Board upon all proposals for the institution or abolition of degrees or other qualifications.
4. Approve of regulations and procedures in relation to academic collaborative arrangements with other institutions and organizations.
5. Recommend to the Executive Board, the approval of individual courses of study provided in recognized institutions as equivalent to the whole, or defined part, of an approved course of study at VU.
6. Approve of regulations and procedures concerning internal and external program review.
7. Confer titles for Chairs.
8. Confer honorary academic titles.
9. Appoint examiners.
10. Appoint teaching assistants.
11. Determine rules governing the award of fellowships, studentships, scholarships, exhibitions, prizes and other academic awards.
12. Make rules for admission and progress of students undertaking courses of study.
13. Make rules for the good order of research and teaching at VU.
14. Make rules for the conduct of examinations, degrees, diplomas, certificates and other academic awards.
15. Approve regulations and guidelines governing student conduct.
16. Discuss and pronounce an opinion on any academic matter relating to VU.

Composition:

- Dean;
- Heads of Schools or Faculties
- Heads of functional departments

- Registrar and/or Chief Operating Officer;
- Faculty as seen fit

Reports to:

- Executive Board

Meetings:

- 1x per year with extraordinary meetings held as required

Faculty List

M.S.S. El Namaki, PhD Free University Brussels Strategy and International Business	M. Anderson, MBA Heriot-Watt University Organizational Behavior
J.L. Juvet, PhD University of Neuchatel Economics	M. Liou, PhD Harvard University Leadership Development
X. Dai, PhD Peking University Economics	Z. Dong Nanyang Technological University Economics
A.Th.M. Roelofsen, Drs University of Amsterdam Marketing Communication	J. Ma, PhD Duisburg University Microeconomics
G. Ju, PhD Peking University Macroeconomics	D. L. Trotter, PhD University of South Carolina Economics
D. Xu, PhD Shanghai Jiaotong University Management	J. Huxell, PhD University of Cincinnati Human Resources
L. A. Keow, PhD University of Tokyo Operations Management	M. Urbanski, JD Cornell University Law
B. Dunworth, MBA University of Pennsylvania Education	R. de Werk, Drs Erasmus Universiteit Rotterdam Marketing
D. Hill, MA University of Liverpool Marketing Communication	Z. J. Xiao, PhD Peking University Strategy and Management
P. Adkins, PhD Harper Adams University College Entrepreneurship and Marketing	E. Howell, MSc University of Birmingham Information Technology
M. Winchester, PhD University of South Australia Management	K. Jin, PhD Harvard University Finance

D. Maillat, PhD University of Neuchatel Economics	B. Marlinda, EdD George Washington University Management
P. Thaler, PhD University of Zurich Law	H. Zheng, PhD Imperial College London Project Management
L. Liat, MBA IMD Lausanne Management	C. Alan, PhD Heriot-Watt University Law
J. Nilsen, PhD Princeton University Computer Science	R. Luo, PhD University of London Logistics
S. Till, PhD University of Cambridge Tourism Management	R. Abd el Kader, PhD Assiut University Management