



**VU School of Management**

**General Directory**

**2017 - 2018**

***“Enhancing Strategic Alliances”***

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## **Welcome message from the Chancellor Emeritus**

Dear participant,

On behalf of VU School of Management, I would like to extend to you our warmest welcome! I believe that in choosing our open-minded, globally connected business school you have made a smart decision. In our constantly changing and highly competitive world, quality education has become more than ever the key to personal and professional success.

Your road to success depends upon the most fundamental aspect of business: relationships. The world of today is a world of strategic alliances: alliances permit companies to leverage their own potential and those of their partners in an energetic manner. As a student at VU School of Management, you will explore factors that are driving companies to create alliances as the crucial mechanism to grow and sustain their competitive advantage. You will become part of a caring yet challenging learning environment.

In addition to the school's global focus, we are working in close partnership with the community and local businesses. VU School of Management is committed to providing superb education to all our participants who are equally committed to fulfilling their personal and professional aspirations.

Once again, I bid you a warm welcome to VU School of Management.

Sincerely,

Prof. Dr. Jean-Louis Juvet  
Chancellor Emeritus

## **Welcome message from the Dean**

Dear participant,

Welcome to VU School of Management! Our school offers a world of global learning and achievement. 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 VU School of Management 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. You will be working in close partnership with the recognized business community of Switzerland, the Swiss finance and manufacturing industries as well as Swiss-located international organizations.

VU School of Management is committed to provide you with a unique and unsurpassed experience. Are you ready to join this exciting trip? I certainly look forward to meeting you here.

I welcome you to VU School of Management.

Sincerely,

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

# 1. VU School of Management

## 1.1 Introduction

VU School of Management (VU) is an excellent multiple location business competency creating 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.

## 1.2 A Global Institution with International Roots

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 "VU School of Management". In the same year, the Singapore Ministry of Education approved the university's Asia Pacific programs. 2004 marked the start of a highly successful cooperation with Peking University's leading academic faculty in Beijing. In 2009, VU School of Management established programs with Harper Adams University in Shropshire, United Kingdom. VU School of Management has a student body of approximately 500 students and an alumni network of more than 3500 former students.

The school's architects are all experienced academics. They originate from Switzerland, the Netherlands, Egypt, China, and Malaysia. With a wide range of services provided by local government and industry alike, the school's founders have developed a concept for a business school in the pursuit of international business.

Neuchâtel's international appeal, its modern infrastructure, its creative, dynamic industry, its attractive city center and scenic surroundings, make the city an ideal place for such a school of business.

Neuchâtel has an outstanding location in Europe with optimal traffic connections to major business centers like Geneva, Zurich, Paris, Milan and Frankfurt. As a result, the city has an appealing business infrastructure. In order to complement this attractiveness, the government and local business are very interested having a center for business learning in their canton.

## 1.3 Accreditation and Membership

The school is officially registered at Neuchâtel Canton and is entitled to offer programs leading to a BBA, an MBA, an EMBA and a DBA degree. VU is a member of the Association to Advance Collegiate Schools of Business (AACSB), the International Assembly for Collegiate Business Education (IACBE).

## 1.4 Mission

The mission of VU is:

- to develop competent and open-minded men and women for leadership positions in industry and government.
- to present skillful individuals with the background necessary to follow advanced study;
- to engage participants in a constructive exchange with other cultures and ways of doing business.

## 1.5 Vision

*Strategic alliances enhance international cooperation and are highly valuable to the future of this world.*

...is the vision of VU. Through their international background, the school's architects envisage a business school dedicated to improve the relationship between the dynamic economies of growth in the East and the technically advanced economies in the West. From Neuchâtel, VU reaches out to the world with international partnerships. The school looks forward to the needs of the global workplace and allows graduates to take their place in a challenging and changing world.

VU recognizes the needs and demands of today's executives. VU strongly supports the

understanding and cooperation between participants from different cultures and countries. By engaging in constructive exchange with other cultures, one can learn more about one's own culture. An enhanced international cooperation is highly valuable to the future of this world.

### **1.6 Philosophy**

VU's slogan "Enhancing Strategic Alliances" encapsulates the school's guiding philosophy. VU wants to create knowledge, influence management practices and integrate globally. The school's way of teaching highlights human values and professional ethics. This will help business leaders make decisions that are not only good for them, but also for society and the world as a whole.

VU is closely cooperating with recognized academic institutions of higher learning. Through these alliances, VU can offer its participants greater exposure and a unique way into the international world of business. The school believes that the alignment between economies of growth and economies of high development is a robust premise for future success.

VU is deeply concerned with managerial decision-making. From a market efficiency point of view, there are numerous arguments that favor globalization, turning our planet into a global village. Nevertheless, VU acknowledges there are equally compelling arguments to cherish natural, socio-economic and cultural diversity. While economic growth is a powerful engine, tomorrow's business leaders should never forget their responsibilities for environmental sustainability and future generations. Worldwide integration leads to scale economies and an abundance of opportunities. Yet ignorance of local customs and concerns causes local criticism and even failure.

At VU, the participant learns to resolve problems by studying its past and present development and its application in diverse situations. Participants will be taught how to consider the positive and negative features of each alternative and to reflect and discriminate the possible outcomes and their ethical aspects.

VU aims:

- to serve and to produce future business leaders through innovative and effective programs;
- to offer flexible, full and part-time wide range degree programs to accommodate participants from all over the world;
- to enhance strategic alliances among global business communities;
- to include humanities as an essential part of its curriculum;
- to create a learning atmosphere for the absorption of theoretical knowledge and its practical applications;
- to optimize graduate placement within the job market;
- to encourage entrepreneurial initiative.

### **1.7 Objectives**

VU strives to give the participant specific knowledge in a chosen field. The basic objective is to help participants develop the analytical capability, fundamental knowledge and attitude of personal responsibility required to function effectively as creative citizens in an increasingly interdependent world.

VU seeks:

- to establish and continuously refine academic programs consistent with the school's vision and philosophy;
- educational experiences that stimulate a desire for learning;
- programs and services supportive of the academic objectives;
- to support services that address the diverse needs of international participants;
- to develop faculty and staff;
- to mature programs which will ensure a high quality educational experience;
- to maintain a systematic program of worldwide institutional development.

By the end of the program the participant:

- will have learned how to maintain competitiveness and excellence in the global marketplace;
- will be aware of the needs and aspirations of the global environment;
- will be committed to lifelong learning;
- will have learned how to value the diverse thoughts of humanity.

### **1.8 Quality**

VU aims to improve the standard of management knowledge among managers and

executives with varied cultural and professional backgrounds, in profit, non-profit and governmental organizations.

VU accomplishes continuous evaluation and revision of its curriculum for all programs through a process. The Academic Council provides an evaluation and revision interface to ensure that all VU programs are delivered in a timely, efficacious manner and meet a current need in the community. The Academic Council assists VU in the planning of new curricula and helps ensure that existing programs and courses continue to provide instruction in knowledge and skills suited for the job market.

The membership of the Academic Council consists of professionals broadly representative of organizations with diverse experience and expertise within their related field. Membership may also include faculty members, participants and representatives from the public.

### **1.9 Governance**

VU's primary function is teaching. The school recruits, develops and retains lecturers who are dedicated to quality teaching. They offer a dynamic learning experience integrating theory and practice. Groups of highly qualified people are associated with the development and teaching of VU's programs. These experts include professors from various universities, specialized professionals and successful entrepreneurs. Together with the expertise and technical support rendered by members of the faculty, the school's Academic Council oversees overall quality and academic standards in order to create a supportive learning environment that is challenging, collaborative and engaging. VU lecturers will support its participants through high-quality supervision and technical support at all stages during the programs. VU's Executive Committee is responsible for establishing the school's academic and administrative policy and reviewing its performance.

### **1.10 Switzerland**

Switzerland is in the heart of Europe. The country not only offers some of the finest landscapes on the continent but also has a rich cultural heritage and a multicultural population. In spite of these different cultures living closely together, the Swiss have been living in peace with each other for hundreds of years. Maintaining mutual respect and love for freedom are the most important ingredients for this very successful

society. Today, Switzerland is one of the most stable countries in the world.

### **1.11 Neuchâtel**

Neuchâtel is a pulsating university city in the French-speaking part of Switzerland. It is one of the country's most beautiful cities. In the stunning countryside, there are lakes and undulating hills with woods where residents and visitors alike go hiking and climbing. One of the most attractive natural areas of the city's surroundings are the Jura Mountains. The Neuchâtel Region runs along the shores of the Lake of Neuchâtel and the Lake Bièvre and is connected to the Lake of Morat by the La Broye Canal; these three lakes comprise the largest expanse of navigable water, entirely within Switzerland.

The city has a centuries old industrial tradition, based on innovation and advanced technologies. Neuchâtel is the canton with the highest concentration of watch making in Switzerland. Therefore, the canton has become a magnetic pole for micro technology and nanotechnology. The Swiss Center for Electronics and Micro Technology (CSEM), the University Institute of Micro Technology, the Jura School of Engineering (EIAJ), the Neuchâtel Observatory and the Neode Science and Technology Park form a remarkable density of innovation and research and development enterprises. Neuchâtel's expertise and taste for innovation are also expressed in the domains of biotechnology, IT engineering, optics and renewable energies.

### **1.12 China Europe Institute for Economic Studies**

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 wants to develop a strong friendship with China and promote business, scientific and cultural exchanges. The Institute will closely cooperate 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.

### **1.13 Institute of Banking and Finance**

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.

### **1.14 Partner Universities**

#### *Harper Adams University, UK*

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.

#### *Paris Graduate School of Management, France*

The PGSM Business School Network, founded in 1975, is a private institution made up of six Business School Units (ESG, ESGCI, ESGF, ESGI, PSB, PPA), which are located in the heart of Paris. PGSM Business School is a member of Campus France. Furthermore, is also recognized and accredited by the French Government and the French Ministry of Education, ranked among the top #10 in France, majors in the fields of Business, Management, Finance, Marketing and Computer Engineering which are taught in French and English. VU partners with PGSM Business School to offer Top-up MBA - VU MBA alumni can top up for PGSM Business School International Executive MBA.

## 2. Academic Policies, Procedures and Regulations

### 2.1 Introduction

Each participant at VU is required as a condition of enrollment, to comply with the school's policies and procedures. Participants are expected to familiarize themselves with their provisions.

#### 2.1.1 Classes and Credit

Each VU lecturer will grade class participation. The lecturer decides on the weight given to class participation (normally 80% attendance) in the overall grade.

Only in exceptional circumstances and at the discretion of the Dean and the lecturer in charge, will exemptions from formal course be granted. Participants who wish for an exemption from formal course work must consult with the Dean. An appropriate substitute assignment will be given.

VU awards full semester credit based on a quarter-term system. A class hour equals 50 minutes of instruction. Each three-credit class has 45 hours. A bachelor's degree requires a minimum of 120 credits and a master's degree requires a minimum of 36 credit hours to graduate. Doctoral participants must earn at least 80 credits beyond the master's degree.

Credits	
BBA	120
MBA	48
EMBA	36
DBA	80

#### Attendance

Participants are expected to attend all scheduled classes, examinations, class presentations, simulations, exercises, field research visits, discussion groups, special programs and the graduation ceremony. In case of illness or absence due to religious obligations, participants should immediately notify their lecturer by email. It is always the participant's own responsibility to review the lecture material. He or she should consult with the lecturer regarding any make-up assignments. Unexplained absences count as a zero for that day's class participation. Participants are responsible for all material covered or referred to in class whether they are present or absent. Participants must contact their professor to determine whether the work

can be made up. Illness or other circumstances that necessitate extended absence from class should be reported as promptly as possible to the administration, which will notify the participant's lecturers.

Classes begin on time in accordance with the published schedule. Classroom attendance may be recorded by a classroom assistant as an aid to the lecturer. Participants are requested not to enter or leave the classroom when the classroom door has been closed and the class is in session.

#### Calendar

VU generally operates on a quarter-term system. Beginning in September, each year is divided into four quarter terms: autumn, winter, spring and summer. Participants may begin to study during any one of these quarter terms (except for the doctoral program). At VU, there are 45 hours to each three-credit course.

#### School Closing

Classes will be conducted during any type of weather. When extreme weather or emergency conditions exist, faculty, participants and staff may consult local media to obtain information about the school closing. It is the school's policy to reschedule these days when and if, an excessive number of class days must be canceled because of rough weather conditions.

#### 2.1.2 Registration

Participants must register in-person with their advisor. Participants are not officially enrolled until they have paid all registration and tuition costs. A late registration fee will be charged to participants registering for a class on or after the first day of the new quarter term. Late registration is permitted only during the first week of classes. Participants are strongly recommended to consult with their Academic Advisor prior to registration in order to choose the proper courses.

#### Late Registration Fees

If a participant initially registers for a class either on or after the first day of the quarter term, a late registration fee will be charged.

#### Extension/withdrawal Fees

If a participant decides to withdraw or extend his or her studies after the first day of the first quarter term and before the end of the late registration period, an add/drop fee will be charged.

### *Tuition Refund Policy*

Tuition is refundable, unlike fees that generally are not refundable. A fee is refundable according to the percentages outlined below.

- If a participant who does not require a Schengen Visa requests a refund before the class begins, tuition and all refundable fees will be fully refunded.
- If the participant requests a refund for a registered course after the first class but before the second class, 80% of the paid tuition and refundable fees will be refunded.
- If the participant requests a refund for a registered course after two classes but before the third class, then 60% of the paid tuition and refundable fees will be refunded. After the third class, no tuition refunds will be issued.

### *Change in Registration*

Graduate participants may withdraw up through the fourth week of a course and not have the “Withdrawal” appear on the participant transcript. After the eighth week, the “Withdrawal” will appear along with a designation indicating whether the participant was “passing” or “failing.” A withdrawal fee will be charged for all withdrawals submitted after the first day of the quarter term. Dropping and adding a course may be done up through the end of the late registration period. A drop/add fee will be charged for all drop/adds submitted on or after the first day of the new quarter term.

### *Change of Name and Address*

It is the participant’s responsibility to notify the school of changes in permanent address or name. Name changes require official documentation and cannot be completed over the telephone. Participants who are in Europe with a Schengen Visa must report address changes to the local police within seven working days. Failure to do so might curtail the right of participant’s stay in Schengen countries (see appendix V).

### *Withdrawal from VU*

Before withdrawing from the school, a participant is responsible for the return of all previously issued VU property and for settlement of all financial obligations to VU. The participant must submit a Withdrawal Notice to the Registrar and complete a Withdrawing Participant Survey Form at participant Services. Withdrawal from VU at any time without satisfactory notice and settlement may result in

the withholding of transcript or credits until all school obligations are satisfied.

A participant may petition for “Withdrawal without Prejudice” under extremely unusual circumstances such as serious illness or a death in the participant’s immediate family. Such a petition must be presented in writing to the Dean for review and consideration with supporting documentation before the end of the quarter term. The participant may request a refund of tuition. The Dean will make a determination based upon the facts presented in each case. Generally, the following will be considered.

- Participants who withdraw prior to the beginning of the term are entitled to receive all tuition back.
- Participants who withdraw from 10-week (quarter term) programs during the first three weeks are entitled to receive 50% of the tuition back.
- Participants who withdraw after the third week but prior to the end of the sixth week are entitled to receive 25% of the tuition back.
- Participants who withdraw after the sixth week are not entitled to a tuition refund.

Non-refundable fees:

- General Application Fee;
- Doctorate Application Fee;
- Late Registration Fee;
- Drop/Add Fee;
- Deposit fee for Schengen Visa participants.

An advance deposit of CHF 1,500 is required from all students studying on a Schengen Visa. The deposit will be applied toward administrative fees. In the event of a visa denial the student is required to send the original visa application form back to the admissions office, and VU will refund accordingly.

Graduate Participant Administration Fee Admissions: an advance deposit of CHF 1,750 is required from all graduate participants. An advance deposit of CHF 5,000 is required from all graduate participants studying on a Schengen Visa. The deposit will be applied toward administrative fees. In the event of a visa denial, the participant is required to send the original visa application form back to the Admissions Committee and VU will refund accordingly.

Doctoral Participant Administration Fee Admissions: an advance deposit of CHF 2,500 is

required from all doctoral participants. An advance deposit of CHF 6,250 is required from all doctoral participants studying on a Schengen Visa. The deposit will be applied toward administrative fees. In the event of a visa denial, the participant is required to send the original visa application form back to the Admissions Committee and VU will refund accordingly.

## 2.2 Grading System and Honors

### 2.2.1 Grades

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:

Grades	
90 - 100%	A
80 - 89%	B
70 - 79%	C
60 - 69%	D
below 60%	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” are recorded as “F.” Any combination of two “C” or “F” grades will mandate an academic review by the Dean.

### Grade Point Average (GPA)

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**

The participant’s GPA indicates scholastic standing. Factors like effort, self-esteem, or placement prospects should be unrelated.

### 2.2.2 Dean’s List

An Honor Roll of undergraduate students who have carried at least 12 credit hours with a GPA of 3.0 or higher, or 9 credit hours with a 3.5 or higher GPA for graduate students, is released at the end of each quarter term. At least half of those credit hours must have been assigned letter grades.

Both undergraduate and graduate students who earn a GPA of 3.75 or better while carrying at least 12 (9 for graduate) hours will be named to the Dean’s List.

## 2.3 Satisfactory Academic Progress Policy

Participants at VU are required to maintain satisfactory academic progress toward the

completion of their degree. Academic progress is defined using both quantitative and qualitative measures. The Satisfactory Academic Progress (SAP) of a participant will be monitored by the faculty member assigned as the participant's advisor and measured by the Registrar's Office.

The faculty advisor will review the participant's GPA, provided by the Registrar and advise the participant each quarter term. SAP shall be measured at the end of the academic year late June or early July, regardless of the participant's enrollment pattern during the year. Upon measurement of SAP, the school shall provide a formal report to the participant on the participant's satisfactory academic progress. Standards concerning Satisfactory Academic Progress have a two-fold purpose:

- to prevent the dissipation of the resources and time of participants who fail to make reasonable progress in their academic programs at VU;
- to facilitate the maintenance of high academic standards at the school.

#### *Maintaining Satisfactory Progress*

A minimum cumulative grade point average of 3.0 for a graduate program is required to graduate from the program. Participants must complete their program within 1.5 times the declared length of the program.

#### *Participants Who Earn "W" or "I" Grades*

Incompletes (I), withdrawal from a class (W) and failing grades do not reflect satisfactory academic progress and participants will be counseled when such grades are received. The grades "W" and "I" are not included in the calculation of the participant's CGPA. The courses in which "W" or "I" grades are earned are, however, included as credits attempted in the calculation of SAP.

#### *Remedial Courses*

Participants who complete remedial courses will receive a grade of "S" or "U." These grades are not included in the calculation of the participant's CGPA. The courses are included as credits attempted in the calculation of SAP.

#### *Repeated Courses*

Participants may repeat a course to potentially raise their grade. Only the higher grade is used in the calculation of the participant's CGPA.

#### *Minimum Graduate Grade Point Average (GPA)*

A graduate participant will be considered to be in good standing if the participant maintains the minimum cumulative GPA of 3.0. Quarter term hours earned for purposes of calculating the GPA include courses in which a participant earns grades of A, B, C, D, F, S, or U. Courses in which a participant earns grades of I, AU, W and any transfer credits, will not be included in calculating the GPA.

#### *Graduate Participant Academic Probation and Suspension*

A graduate participant with a cumulative GPA below 3.0 will be put on probation for the next two quarter terms. A participant that is on probation is considered to be making SAP for the probationary period. If the participant does not bring his/her GPA to 3.0 by the end of the probationary period, the participant will be suspended from the school. Readmissions will not be allowed for at least one half year.

#### *Maximum Time Frame*

Participants must complete their program within 1.5 times the declared length of the program. To be considered making satisfactory academic progress a participant must maintain the relevant GPA noted above and successfully earn 67% of all credits attempted. Incompletes (I), withdrawal from a class (W), failing grades, repeated classes and all transfer credits will be counted as credits attempted in this calculation.

#### *Unofficial Withdrawal*

Failing grades earned due to an unofficial withdrawal (non-attendance) will be included in the cumulative GPA and in the calculation of credits earned versus credits attempted.

#### *Readmission*

There are two instances when a participant must reapply for admission:

- after having been suspended;
- after having not registered for any courses in a year.

If accepted for readmission, a participant would not automatically be considered to be making satisfactory academic progress. The participant would need to raise his or her cumulative GPA and percentage of courses completed in order to meet the SAP standards. All periods of enrollment will be considered in determining whether the participant makes satisfactory academic progress. Failure to meet the minimum

GPA requirement again will result in suspension from the school permanently.

#### *Notification of Probation and Suspension*

Notification of probation and suspension will appear on the participant's grade report at the end of each quarter term. Academic probation and suspension also will appear on the participant's official transcript.

## **2.4 Examinations and Assignments**

Lecturers will announce their examination policy at the beginning of each course. Participants must take examinations as scheduled. Faculty and administration only allow absence from an exam in unavoidable situations like medical or other serious personal emergencies. Make-up exams are scheduled after the regular exam. Examination results will only be made available to others after permission from the individual participant or when required by the faculty for discussions about the participant's academic development.

### **2.4.1 Graduation Requirements**

Course requirements for graduation are listed under each individual program.

The total number of credits from courses taken at VU (except those on an S/U basis) and presented to meet the requirements for a specific degree, divided into the total quality points received, must equal 2.0 or greater.

A participant who satisfies the requirements for two majors shall be awarded a degree listing a double major and both majors shall be noted on the diploma.

A participant for a degree, upon registering for the final term of enrollment, must announce graduation candidacy to the Registrar by filing a formal Declaration for Degree. At that time, the Registrar must be furnished with a list of all courses the participant wishes to submit in fulfillment of the requirements for the degree. It is the responsibility of the participant, after consultation with the major department and the Registrar, to make sure that the courses fulfill all requirements for graduation. The participant's major advisor, who certifies that the courses taken meet the requirements for the degree specified, must sign the final Declaration. Any arrangement involving a departure from the

regular requirements for graduation requires the approval of the Dean of the school.

All fees and financial obligations to VU must be paid before a participant will be awarded a degree or receive a transcript.

The school reserves the right to make curriculum changes. Assurance is given to participants that proper measures will be employed to avoid hardships that may result from such changes.

Terminal transfer credits, i.e. credits earned at another college or school in order to complete the last degree requirements at the school, are not allowed except by approval of the Dean when unusual circumstances appear to justify it. A participant who anticipates the need for requesting terminal transfer credit should do so as soon as practical and in no event later than the time of filing the Declaration of Candidacy form for a degree. The request should be addressed to the Dean. It should contain a statement of the circumstances that, in the participant's judgment, justify the request and a specific statement of the program proposed for obtaining the terminal credits.

Approval, if granted, will be of a specific program. The participant is responsible for providing an original transcript of completed coursework from the approved institution. No degree will be awarded without completion of all conditions identified in the approval letter.

All degree programs require the successful completion of a minimum of 36 credits with a cumulative 3.0 GPA for master's degrees and a minimum of 120 credits with a cumulative 2.0 GPA for bachelor's degrees. Participants for the doctoral degree must complete a minimum of 80 credits beyond the master's, with a minimum GPA of 3.0. The appropriate department must approve the course sequence and program completion. All obligations to the school must be fulfilled before a participant will be permitted to graduate.

### **2.4.2 Second Degree Program**

This program is designed for participants who have received a degree from VU previously. Participants are required to complete more than 50% of the course work required for the second degree. Individual degree requirements will be determined by the Program Director in the letter of acceptance sent to a participant who wishes to pursue the Second Degree Program. Participants must apply and be accepted by the Program

Director and may not simply take a variety of courses at their discretion. Participants are required to complete all courses for the Second Degree and course substitution will be very limited. The Second Degree permits participants to use their degree for the field of specialization within the degree requirements; therefore, individuals can receive a second degree from the institution for substantially fewer credits than for a first degree.

### **2.4.3 Degree with Distinction**

The school recognizes high-level academic achievement with citations. At graduation a participant will receive the degree “with distinction” if his or her cumulative grade point average (GPA) is at least 3.9 on a four-point system.

## **2.5 Program Changes and Independent Study**

A participant may change his or her major by filing a Change of Major form with the Registrar. However, the participant should consult with an advisor before initiating a change. The participant is responsible for any additional course requirements that must be met within the new major. Courses already completed may not meet the requirements for the new major. The maximum period for the participant to complete the new program of study will be calculated based upon the total number of classes required to complete the new program of study and defined as one and one half times the minimum length of time necessary to complete the required classes.

For participants who change programs, all courses attempted are included in the calculation of the Cumulative Grade Point Average (CGPA). The calculation of SAP, however, is based on the courses completed in the pursuit of the new program only.

VU’s Dean will usually be available throughout the program. The Dean and the faculty are available for academic and professional consultation. If academic difficulties arise, participants are advised to speak to individual lecturers and the Dean right away to find ways for improvement.

### *Repetition of Courses*

Courses at the master’s level in which grade results are lower than “C” must be repeated. The

previous grade will be shown on the transcript, but only the new grade will be computed in the grade point average. Academic courses may not be repeated on a Satisfactory/Unsatisfactory basis. If a graduate participant receives a grade below “C” for a second time, he or she must petition the Program Director and the Dean to remain in the program.

### *Class Auditing*

Participants may register to audit a class for no credit, with the permission of the Program Director. Participants auditing a class pay one-third of the course tuition, plus the full registration fee. Approval to audit a class is granted on a space available basis. Full tuition paying participants receive first priority for class. No participant will be allowed to change registration from credit to audit or from audit to credit after the first class. If a participant does change from audit to credit before the first class, the full tuition must be paid. If this happens after the first day of the quarter term, the participant must also pay the add/drop fee. Participants auditing a class receive the Satisfactory (S) or Audit (AU) grade only if they attend for all of the class periods. Audited classes do not contribute to the participant’s GPA.

### *Transfer Credits*

Participants who would like to go on with their education at VU must submit a completed application to the Admissions Committee. Transfer participants must arrange all required materials, including official transcripts, to be forwarded to the Admissions Office. Until all records are available to the Admissions Committee, the transfer participant will be enrolled under a conditional admission agreement.

Transfer credits accepted at VU in the graduate programs are not included in calculation of the cumulative grade point average. However, transfer credits are counted as credits earned and credits attempted and are included to determine whether the participant is progressing toward the goal of completing his or her program of enrollment within the maximum time frame for the degree.

Transfer participants can transfer up to a maximum of 9 credits from other institutions at the graduate degree level. VU’s Dean decides as to whether the school will accept transfer credits. All requests must be made on a form provided by the school. Courses should have a business focus.

Transfer credits must be approved by the Dean before taking the course. The decision of the Dean is final.

Each VU lecturer will grade class participation. The lecturer decides on the weight given to class participation (normally 80% attendance) in the overall grade.

Only in exceptional circumstances and at the discretion of the Dean and the lecturer in charge, will exemptions from formal course be granted. Participants who wish for an exemption from formal course work must consult with the Dean. An appropriate substitute assignment will be given.

VU awards full semester credit based on a quarter-term system. A class hour equals 50 minutes of instruction. Each three-credit class has 45 hours. A bachelor's degree requires a minimum of 120 credits and a master's degree requires a minimum of 36 semester hours to graduate. Doctoral participants must earn at least 52 credits beyond the master's degree.

Satisfactory/Unsatisfactory (S/U) basis. Courses may not be taken in this manner without consent of the participant's major department and the department in which the course is taken. Approval for the S/U grade basis must be obtained at registration. Decisions made at that time for either letter grade or S/U grade evaluation may not be subsequently changed. Participants who receive a grade of S will receive credit for the course. Participants who receive a grade of U will not receive credit for the course.

#### *Independent Study*

VU provides an independent study option for participants. The purpose is to encourage independent reading and to facilitate the spirit of research in scholars; therefore, participants may utilize this option in order to explore academic areas of special interest not provided by the existing curriculum.

Although independent study involves a high level of independence and self-direction, it must be carried out under the guidance of a member of the faculty. Participants interested in pursuing independent study - perhaps as a summer project - may take up to six credits (or the equivalent of two courses) of independent study in the baccalaureate or master's degree, but they may not take more than three credits of independent study in a single term.

The product of independent study may be a completed written or oral examination, a special research report, or a similar assessment tool. Credit gained in independent study may be substituted for required course work with the permission of the Dean.

For all Independent Study programs a "learning contract" must be completed on the appropriate form and approved by the supervising lecturer. The contract is submitted to the Registrar's Office at the time of registration.

Participants interested in pursuing the independent study option must file an Independent Study Request form and attach a proposal. Please see the Registrar's Office for the rules.

## **2.6 Procedure for the Nomination and Conferment of Honorary Degrees**

VU will confer honorary degrees upon individuals who have demonstrated exceptional achievement in business, government or industry. The Degree of Doctor honoris causa (Dr. h.c.) will represent the highest level of recognition. Individuals could be identified for this distinction by the Dean, the Academic Council, the Executive Board or other VU academic forums. The ultimate decision will be that of the Dean after thorough consultation with the Academic Council and the Executive Board. The credentials and justifications of the candidate as well as a written defense of his eligibility, will be reviewed by all three parties. The Dean and the Academic Council may request further information regarding a specific candidate. No honorary degree shall be conferred upon a person on the payroll of VU.

Submissions should indicate the proposed honorary award provides a supporting statement and résumé of the nominee's achievements. These achievements will merit the award and the nominee's existing or potential relationship with VU. Submissions from academic staff and support staff should come with the written support of the Dean. It is important from the beginning of the process of nomination through to the point at which a decision is reached and the successful candidates have been invited by the Dean, that a high level of confidentiality be maintained.

## 3. Campus

### 3.1 Introduction

VU's headquarters are in Neuchâtel. This city offers a comprehensive range of superior education and training institutions from infant schools to university education. Thus, Neuchâtel is an ideal base for international business education. The city is located close to two major international airports: Geneva's Cointrin International Airport is only 120 km away and can be accessed within ninety minutes by car or train; Zurich's Kloten International Airport is two hours by train. Paris can be reached directly by Train à Grande Vitesse (TGV) in about four hours.

### 3.2 Tuition, Fees and Refunds

Participants are responsible for payment in full of all tuition and fees due on or before the dates set forth by the school. Registration cannot be completed and the participant cannot be admitted to class unless satisfactory payment is made at the appropriate time. When the school allows an enrollment based on a deferred payment status, there will be a 1% per month charge on any unpaid balance. No grade reports, transcripts, or diplomas will be issued to a participant so long as an unpaid balance exists in his or her account.

#### 3.2.1 Schedule of Fees

VU School of Management tuition fees can be paid in full or in installments.

Tuition Fees BBA	
Application fee	CHF 150
Amount payable upon acceptance	CHF 3500
Tuition fee per quarter-term	CHF 3087.50
<b>TOTAL (per acad. year)</b>	<b>CHF 16 000</b>

Tuition Fees MBA	
Application fee	CHF 150
Amount payable upon acceptance	CHF 3500
Tuition fee per quarter-term	CHF 4087.50
<b>TOTAL (per acad. year)</b>	<b>CHF 20 000</b>

Tuition Fees EMBA	
Application fee	CHF 150
Amount payable upon acceptance	CHF 3500
Tuition fee per quarter-term	CHF 4087.50
<b>TOTAL (per acad. year)</b>	<b>CHF 20 000</b>

Tuition Fees DBA	
Application fee	CHF 150
Amount payable upon acceptance	CHF 5000
Total fee first academic year	CHF 10 925
Total fee second academic year	CHF 10 925
<b>TOTAL</b>	<b>CHF 27 000</b>

All fees include VAT; amounts are stated in Swiss Francs (CHF).

All new students must pay the tuition fee within fifteen working days following receipt of the school's invoice.

Bank account details:

*VU School of Management at Banque Cantonale Neuchâteloise in Neuchâtel:*

- *Account name: VU School of Management*
- *Account number: S 3517.90.36*
- *IBAN: CH0200766000S35179036*
- *Swift code: BCNNCH22*

#### 3.2.2 Expenses

Tuition and other charges at VU are established at the minimum permissible levels for financially responsible operation.

### 3.3 Library

The physical library is an essential source of information for VU's participants and teaching staff. VU is planning to set up an online library that will consist of about 2500 books, journal subscriptions, annual reports of companies and other reference material. The proposed virtual library will provide online access to financial and statistical databases and many articles and reports.

### 3.4 Information Technology

VU participants should be computer literate thus they will have the ability to utilize programs for word processing, spreadsheets, databases and Internet navigation engines. Participants are given a VU e-mail address, as well as access to online resources.

### 3.5 Protection of Records, Files and Academic Freedom

VU will protect its participants' educational records. The school assures the confidentiality of these records. Evaluations of a participant's performance will be released only upon a written

request of the participant. If a participant's sponsor requests periodic evaluation of a participant's performance, the participant must submit a written request to the Admissions Director authorizing release of the information sought.

### **3.5.1 Transcript Validation**

Papers, documents and other material submitted by the participant are the legal property of the school. All legal documents will be held and accessed as prescribed by law. Tests, papers and projects will be retained by VU to document participants' work effort. Lecturers will require the participant to return graded material as evidence of the participant's efforts. Official transcripts carry the signature of the Registrar and the seal of VU. When issued to the participant, official transcripts are noted accordingly. This record is for the recipient only and may not be reproduced.

### **3.5.2 Ownership of Documents**

VU will not pass on the participant's personal information without the participant's permission. Participants have the right to inspect their official records and files with certain exceptions. All applications, papers, documents and other material submitted by the participant are the legal property of the school. All legal documents will be held as prescribed by law and access provided only as established by law. All tests, papers and projects may be retained by VU to document participants' work effort in their classes. Professors may require the participant to return graded material as evidence of the participant's efforts in a graded class.

### **3.5.3 Educational Rights**

VU protects the accuracy and privacy of participant educational records. The school affords participants certain rights with respect to their educational records.

Participants have the right to inspect and review their education records within 45 days of the day the school receives the written request. Participants should submit a written request to the Registrar that clearly identifies the record(s) they wish to inspect. The Registrar will arrange for access and notify the participant of the time and place where the records may be inspected.

Participants have the right to request the amendment of education records that the participant believes are inaccurate or misleading. Participants may request that the school amend

a record by writing a letter to the Registrar clearly identifying the part of the record they want changed and specifying why it is inaccurate or misleading.

Participants have the right to consent to disclosures of personally identifiable information contained in the participant's education records. Disclosures can be made without participant consent to the following:

- school officials with legitimate educational interests;
- accrediting agencies or organizations conducting educational studies;
- public authorities with a judicial order or subpoena for such information;
- those involved in an emergency situation if the information is necessary to protect the health or safety of participants or other persons;
- "directory information" services.

VU has designated the following as "directory information:"

- name of participant;
- address of a currently enrolled participant;
- major field of study;
- dates of enrollment;
- degrees and dates conferred;
- academic honors and awards received.

### **3.5.4 Academic Freedom**

VU is proud to offer its faculty and participants full academic freedom. Academic freedom to gain knowledge, to speak and to write opinions, ideas and philosophy, ensure the utmost development of faculty and participants alike. Personal, political, or religious views, social, national, or cultural backgrounds, or any other individual preferences, are to be avoided unless they positively influence intellectual and professional accomplishments.

## **3.6 Copyright**

VU participants, staff and faculty at VU are expected to comply with copyright laws. They have to be aware of the limitations of this law. Copyrighted materials handed out in class or used during the program are the intellectual property of VU or other copyright holders. Copying of electronic media or films is strictly forbidden. Copying of course-pack material is forbidden and will result in immediate dismissal from VU. The school holds copyright to all materials developed by its participants. The

school also holds copyright to all materials developed by its participants together with faculty.

### **3.7 Career and Financial Support**

During the program, participants will develop skills to enable them to articulate their career goals while attending career management gatherings. Topics will include:

- Résumé and Cover Letter Writing;
- Setting Job Search Objectives;
- Interviewing Training;
- Reference;
- Salary Negotiations.

At networking events, VU will provide additional recruitment opportunities.

#### **3.7.1 Job Placement**

VU provides support services to participants throughout their studies. The VU Job Placement Office offers career development, employment preparation and internship opportunities. Internships are a three-way partnership involving the employer, the participant and VU. Participation requires open lines of communication and a mutual commitment to provide quality service. The program maintains flexible operating guidelines and procedures for both employers and participants. Internships are academically oriented and taken for credit by participants. All internships must first be approved by the Dean before starting. Upon completion of the internship, the intern must write a report to be defended orally before a jury to receive academic credit.

#### **3.7.2 Financial Support**

Studying at a business school is a venture that should be planned carefully and strategically. This is why VU offers financial support to qualified participants with strong leadership potential. These potential participants will enhance the diversity in their classroom and can contribute in a positive way to their peer-group. Participants who have solid professional experience and demonstrate strong ethics and social responsibility will be selected.

The participant will write an essay (500 words maximum) stating why VU can help achieve the participant's ambitions. The author needs to emphasize short-term and long-term goals. The essay should be submitted along with the application package. Financial support is limited

and is awarded on a rolling basis. VU therefore advises to apply early.

Financial support is granted at the discretion of VU. No explanation will be given as to why a financial support is granted or withheld and it will not be possible to correspond about the financial support.

Please note the following:

- Financial support does not have any cash value other than in connection with the reduction of the tuition fees to which the beneficiary of the financial support is entitled.
- Financial support is to be applied towards tuition fees and cannot be applied in any other way.
- Financial support will be lost if a participant does not pay the full tuition fee.
- Financial support must be repaid in case an applicant does not complete the program or otherwise fails to graduate.
- Once an essay has been submitted by an applicant VU will become the owner thereof and is entitled to any copyrights relating thereto.

### **3.8 Nondiscrimination**

VU does not discriminate based on race, color, national, or ethnic origin, sex, sexual orientation, age, religion or physical disability.

## 4. Programs

### 4.1 Introduction

VU encourages and fosters leaders capable of making a difference in management in this time of fascinating changes all over the world. The school is determined to educate participants to become sophisticated business leaders who are able to manage themselves and simultaneously show deep consideration for their company's well-being whilst adequately responding to global trends. VU will prepare its participants for a global community that is increasingly reliant on knowledge and expertise. Therefore, the school will convey education that emphasizes individual creativity and problem-solving abilities.

VU offers the following programs:

- Bachelor of Business Administration;
- Master of Business Administration;
- Executive Master of Business Administration;
- Doctor of Business Administration;
- Executive Development Programs.

VU operates on a ten-week system and each year is divided into four ten-week periods: autumn, winter, spring and summer. Participants may apply for acceptance into any one of these seasons.

### 4.2 English Proficiency

VU is an international business school where English is the primary language of instruction. Consequentially, VU requires all participants from non-English speaking countries to demonstrate the ability to speak, write and understand English. Applicants with four years of secondary education through the medium of English (as well as any subsequent degrees) will not be required to present any further proof of English proficiency.

The standard TOEFL scores for admission are:

- 61 iBT (173 PBT; 500 PBT), undergraduate;
- 80 iBT (213 CBT; 550 PBT), master's level;
- 89 iBT (232 CBT; 575 PBT), doctorate.

The standard IELTS scores for admission are:

- 5.0 undergraduate;
- 6.0 master's level;
- 6.5 doctorate.

Please note: original copies of IELTS test results must be presented!

### 4.3 Quality Assurance

VU Academic Council oversees overall quality and academic standards of the courses offered. The Academic Council consists of qualified professionals associated with the development and teaching of the various programs. The teaching experts include professors from various universities worldwide.

### 4.4 Curriculum

VU believes that experiential learning is the best way to exchange ideas and information with fellow participants and faculty. Therefore, VU will enhance participants' learning experience by structuring study and discussion groups. Faculty will offer assignments that match the school's philosophy and vision. Every participant will acquire indispensable skills and knowledge to succeed in business. Individual preparation, group discussion and class discussions and reflection, synthesis and internalization are an integral part of this approach.

Duration of the programs	
BBA full-time	36 months
MBA full-time	12 months
MBA part-time	18 months
EMBA part-time	18 to 24 months
DBA part-time	36 to 60 months
Executive Education	1, 2, or 3 weeks

### 4.5 VU International Programs

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 School of Management offers a variety of opportunities for students to study international programs which supports by our local learning center and earn credit toward their degree.

All international programs are developed and approved by the VU School of Management, Switzerland using the same quality processes as for the programs studied on campus. Students studying VU School of Management International Programs are registered with the VU School of Management 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 VU School of Management 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 VU School of Management degree will be awarded. VU School of Management International Programs students have the benefit of VU's academic input, and the backing of the VU School of Management, Switzerland.

**.4.5.1 Contact**

Those who wish to participate or who would like have further information, please contact: info@vubs.ch.

**4.6 BBA**

The VU Bachelor of Business Administration (BBA) will educate BBA participants in state-of-the-art management concepts and business practices. Thus BBA participants will develop skills and confidence so they can be part of the global business environment. BBA participants will be taught how to be innovative and they will gain new insights into current business issues.

BBA degree courses recognize the needs for professional education based on a foundation of liberal arts and core business management principles. The BBA degree at VU is intended to prepare graduates for responsible managerial roles within a variety of organizational settings. While many BBA participants will apply the knowledge and skills they acquire in their undergraduate studies directly to their current or future occupations, the curriculum also is designed to afford breadth and depth in the complexities of governmental, industrial, educational, financial, commercial and voluntary organizations.

**4.6.1 BBA Admission Criteria**

The Admissions Committee places particular emphasis upon the following:

- 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.

- College transcripts.
- English language proficiency.
- Two letters of recommendation from the applicant's principal, lecturers, employers, or guidance counselors, or other evaluative material accepted by the Admissions Committee.

**4.6.2 BBA Program Structure**

Each BBA Program is comprised of three-credit courses and is divided into two groups. With rare exceptions, BBA participants are required to follow the course sequence as shown below.

1. The "Core Courses" provide BBA participants with a solid academic foundation.
2. The "Concentration Courses" allow BBA participants the opportunity to develop further a specific area of interest.

During the first and second year, BBA participants will take 20 Core Courses covering all major areas of business and management. Participants may be exempted from the Core Courses based upon undergraduate major and courses taken at other learning institutions. The Core Courses provide essential tools for the Concentration Courses.

**BBA Core Courses**

UBBL 400	
<i>Basics Business Law</i>	<i>3 credits</i>
UBMA 400	
<i>Macro Economics</i>	<i>3 credits</i>
UBMI 400	
<i>Micro Economics</i>	<i>3 credits</i>
UBQM 400	
<i>Intro to Quantitative Methods</i>	<i>3 credits</i>
UBIB 400	
<i>Intro to Business</i>	<i>3 credits</i>
UBSO 400	
<i>Sociology</i>	<i>3 credits</i>
UBBC 400	
<i>Business Communication</i>	<i>3 credits</i>
UBPA 400	
<i>Principles of Accounting</i>	<i>3 credits</i>
UBEM 400	
<i>Essentials of Marketing</i>	<i>3 credits</i>
UMPM 400	
<i>Principles of Mgt.</i>	<i>3 credits</i>
UBIT 400	
<i>Intro to IT</i>	<i>3 credits</i>
UBFF 400	
<i>Fundamentals of Finance</i>	<i>3 credits</i>
UBPO 400	

<i>Production and Operation Mgt.</i>	<i>3 credits</i>
UBHR 400	
<i>Human Resource Mgt.</i>	<i>3 credits</i>
UBSB 400	
<i>Small Business Mgt.</i>	<i>3 credits</i>
UBBP 400	
<i>Business Planning</i>	<i>3 credits</i>
UBEP 400	
<i>Country-Relevant Econ. Policy</i>	<i>3 credits</i>
UBEH 400	
<i>Economic History</i>	<i>3 credits</i>
UBEG 400	
<i>Economic Geography</i>	<i>3 credits</i>
UBIE 400	
<i>Intro to Internat. Economics</i>	<i>3 credits</i>
<b>Total</b>	<b>60 credits</b>

During the third year, BBA participants will take the 10 Concentration Courses, 2 Elective Courses and a Final Thesis, which are designed to complete the requirements for each BBA participant. Not all BBA participants will have the same course requirements; each BBA participant's transcript of prior coursework will be evaluated upon admission to determine exactly which skill areas will be required for that BBA participant. BBA participants select their major field of study before their third year.

Top-up degrees offer the participant the opportunity to 'top up' their diploma, foundation degree or equivalent overseas qualification and gain full undergraduate degree status.

**BBA Concentration Courses**

1. Accounting
2. Finance
3. Management
4. Marketing
5. Hospitality Management

**BBA Concentration Course  
Accounting**

UAFA 410	
<i>Fundamentals of Accounting I</i>	<i>3 credits</i>
UAFA 411	
<i>Fundamentals of Accounting II</i>	<i>3 credits</i>
UAIA 412	
<i>Intermediate Accounting I</i>	<i>3 credits</i>
UAIA 413	
<i>Intermediate Accounting II</i>	<i>3 credits</i>
UAAU 414	
<i>Auditing</i>	<i>3 credits</i>
UACA 415	
<i>Cost Accounting</i>	<i>3 credits</i>
UAFS 416	

<i>Financial Statement Analysis</i>	<i>3 credits</i>
UAMA 417	
<i>Managerial Accounting</i>	<i>3 credits</i>
UAAI 418	
<i>Mgt. Information System</i>	<i>3 credits</i>
UACO 419	
<i>Control</i>	<i>3 credits</i>
<b>Total</b>	<b>30 credits</b>

**BBA Concentration Course  
Finance**

UFMB 420	
<i>Money &amp; Banking</i>	<i>3 credits</i>
UFAF 421	
<i>Advanced Finance</i>	<i>3 credits</i>
UFFC 422	
<i>Fixed Capital Mgt.</i>	<i>3 credits</i>
UFWC 423	
<i>Working Capital Mgt.</i>	<i>3 credits</i>
UFCM 424	
<i>Intro to Capital Markets</i>	<i>3 credits</i>
UFTA 425	
<i>Intro to Taxation</i>	<i>3 credits</i>
UFIN 426	
<i>Intro to Insurance</i>	<i>3 credits</i>
UFIM 427	
<i>Investment Mgt.</i>	<i>3 credits</i>
UFIF 428	
<i>Intro to International Finance</i>	<i>3 credits</i>
UFTP 429	
<i>Contemp. Topics in Finance</i>	<i>3 credits</i>
<b>Total</b>	<b>30 credits</b>

**BBA Concentration Course  
Management**

UMAM 430	
<i>Advanced Mgt.</i>	<i>3 credits</i>
UMSP 431	
<i>Strategic Planning</i>	<i>3 credits</i>
UMIM 432	
<i>International Mgt.</i>	<i>3 credits</i>
UMHR 433	
<i>Human Resource Mgt.</i>	<i>3 credits</i>
UMOB 434	
<i>Organizational Behavior</i>	<i>3 credits</i>
UMIF 435	
<i>Intro to Functional Mgt.</i>	<i>3 credits</i>
UMBE 436	
<i>Business Ethics</i>	<i>3 credits</i>
UMST 437	
<i>Special Topics in Internat. Mgt.</i>	<i>3 credits</i>
UMCC 438	
<i>Corporate Culture</i>	<i>3 credits</i>
UMRS 439	
<i>Region-Specific Mgt.</i>	<i>3 credits</i>
<b>Total</b>	<b>30 credits</b>

**BBA Concentration Course**

**Marketing**

UCIN 440	
<i>International Marketing</i>	<i>3 credits</i>
UCIM 441	
<i>Import Mgt.</i>	<i>3 credits</i>
UCCB 442	
<i>Consumer Behavior</i>	<i>3 credits</i>
UCPM 443	
<i>Promotion Management</i>	<i>3 credits</i>
UCEM 444	
<i>E-Marketing</i>	<i>3 credits</i>
UCPM 445	
<i>Product Mgt.</i>	<i>3 credits</i>
UCSC 446	
<i>Supply Chain Mgt.</i>	<i>3 credits</i>
UCMR 447	
<i>Marketing Research</i>	<i>3 credits</i>
UCMS 448	
<i>Marketing Strategy</i>	<i>3 credits</i>
UCEL 449	
<i>Elective</i>	<i>3 credits</i>
<b>Total</b>	<b>30 credits</b>

**BBA Concentration Course**

**Hospitality Management**

UHSM 450	
<i>Hospit. Strategic Marketing</i>	<i>3 credits</i>
UHCM 451	
<i>Costing &amp; Pricing</i>	<i>3 credits</i>
UHIE 452	
<i>Int. Experience in Hospit. Mgt.</i>	<i>3 credits</i>
UHHL 453	
<i>Hospitality Law</i>	<i>3 credits</i>
UHCM 454	
<i>Structure of Hospit. Industry</i>	<i>3 credits</i>
UHRM 455	
<i>Revenue Mgt.</i>	<i>3 credits</i>
UHCS 456	
<i>Customer Service</i>	<i>3 credits</i>
UHLS 457	
<i>Hospit. Leadership &amp; Supervision</i>	<i>3 credits</i>
UHCM 458	
<i>Concessions Mgt.</i>	<i>3 credits</i>
UHCM 459	
<i>Franchising</i>	<i>3 credits</i>
<b>Total</b>	<b>30 credits</b>

**BBA Electives**

**Two subjects from the following list**

UECE 470	
<i>China's Econ. Growth Model</i>	<i>3 credits</i>
UEUP 471	
<i>US Economic and Political System</i>	<i>3 credits</i>
UEAU 472	
<i>Africa's Resource Utilization</i>	<i>3 credits</i>

UECM 473	
<i>Culture of Managerial Fulfillment</i>	<i>3 credits</i>
UEME 476	
<i>Intro Mathematical Economics</i>	<i>3 credits</i>
UEBM 477	
<i>Basic Mathematics</i>	<i>3 credits</i>
UEMF 478	
<i>Mathematics of Finance</i>	<i>3 credits</i>
UEPS 479	
<i>Intro to Psychology</i>	<i>3 credits</i>
UEPO 480	
<i>Intro to Political Science</i>	<i>3 credits</i>
UEEH 481	
<i>Contemporary Economic History</i>	<i>3 credits</i>
UEPH 482	
<i>Intro to Philosophy</i>	<i>3 credits</i>
UELO 483	
<i>Logic</i>	<i>3 credits</i>

<i>BBA Core Courses</i>	<i>60 credits</i>
<i>BBA Concentration Courses</i>	<i>30 credits</i>
<i>BBA Electives</i>	<i>6 credits</i>
<i>BBA Thesis/internship</i>	<i>24 credits</i>
<b>Grand Total</b>	<b>120 credits</b>

**4.6.3 Requirements for Graduation**

BBA participants who have fulfilled all program requirements, who have not received any "Incomplete" grades, who have no outstanding Code of Conduct issues (see paragraph 5.4) and who have a final GPA of 2.67 or better are granted the degree. BBA participants must complete 57 credits of course work to be eligible for the BBA degree. Course credits are awarded for achieving a grade better than "F". If a BBA participant receives an "F" for a required course, this course must be re-taken. The Dean recommends degrees to the faculty and the Advisory Board and awarded by vote of the faculty and the Board.

**4.7 MBA**

The VU Master of Business Administration (MBA) program is a high-standard program that is relevant and responsive to emerging business trends. The program is designed for future managers and business leaders looking to take their career to the next level. The program will expose the participant to a solid foundation course that includes business fundamentals, tools and models useful for making decisions.

**4.7.1 MBA Admission Criteria**

An applicant must:

- have a bachelor’s degree or equivalent from an accredited institution of higher education;
- demonstrate abilities at a level consistent with that expected of graduate level participants and career objectives consistent with the objectives of the program for which the prospective MBA participant is applying;
- have a 3.0 Grade Point Average (GPA) or above or the equivalent (if an applicant’s undergraduate GPA is less than 3.0, or if the applicant does not meet full admissions requirements, approval from the Admissions Committee is needed: the committee may require such an MBA participant to take additional preparatory courses);
- have English language proficiency.

The administration of the school reserves the right to waive certain admission standards in exceptional cases and to provide conditional status to such participants.

In addition to completing the general application, the prospective MBA participant must arrange for the Admissions Committee to receive the following:

- Official transcripts of all undergraduate and graduate work completed. The official transcript should be sent directly to VU from institutions previously attended and affixed with the institution’s seal(s). Transcripts submitted by an MBA participant need to be in a sealed envelope bearing the official seal.
- Two letters of recommendation from the applicant’s professors, employers, or graduate counselors, or other evaluative material accepted by the Admissions Committee at the relevant campus.

Please note: if potential graduate MBA participants have taken the GMAT or GRE, submitting these scores may enhance the opportunity for admissions.

**4.7.2 MBA Program Structure**

Each MBA Program course is comprised of mostly three-credit courses (48 credits in total) and is divided into two groups. With rare exceptions, MBA participants are required to follow the course sequence as shown below.

1. The “Core Courses” provide MBA participants with a solid academic foundation.
2. The “Concentration Courses” allow MBA participants the opportunity to develop further a specific area of interest.

The duration of the MBA course is one year and participants must successfully complete all courses. The courses are assessed by means of both coursework and examination.

It is compulsory to write a thesis to finish the MBA program. The thesis should have a strategic analysis, a report that looks at a certain issue and gives well-founded solutions. The participant needs to conduct both qualitative and quantitative research. The thesis must give data and ascertain validity. The paper length is 25,000 words.

Participants may be exempted from the Core Courses based upon undergraduate major and courses taken at other learning institutions. The Core Courses provide essential tools for the Concentration Courses.

**MBA Core Courses**

GBME 500	
<i>Managerial Economics</i>	<i>3 credits</i>
GBMT 500	
<i>Management Theory</i>	<i>3 credits</i>
GBMM 500	
<i>Marketing Management</i>	<i>3 credits</i>
GBFA 500	
<i>Finance and Accounting</i>	<i>3 credits</i>
GMQM 552	
<i>Quantitative Business Methods</i>	<i>3 credits</i>
GBPM 500	
<i>Production Management</i>	<i>3 credits</i>
GBIT 500	
<i>Information Systems Techn.</i>	<i>3 credits</i>
<b>Total</b>	<b>21 credits</b>

Concentration Courses are designed to complete the undergraduate and master's requirements for each MBA participant. Not all MBA participants will have the same course requirements; each MBA participant's transcript of prior coursework will be evaluated upon admission to determine exactly which skill areas will be required for that MBA participant. The MBA Concentration Courses focus on leadership skills that foster professional growth. The programs offer high-level post-graduate education. As a result, the participant will

graduate with industry-relevant knowledge and personal career management skills necessary for lifelong personal and professional success.

**MBA Concentration Courses**

1. Accounting
2. Finance
3. Management
4. Marketing
5. Project Management
6. Strategy, Leadership and Entrepreneurship
7. Information Technology Management
8. Human Resources Management
9. Banking, Finance and Insurance
10. Hospitality Management

**1. MBA Concentration Course Accounting**

**Decisions**

GAMA 510	
Managerial Accounting	3 credits
GAFS 511	
Financial Statement Analysis	3 credits
GALE 512	
Legal Business Environment	3 credits
GACA 513	
Cost Accounting	3 credits
GACF 514	
Corporate Financial Mgmt.	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
Industry Analysis (proj. work)	9 credits
GIIS 591	
Industry Strategies	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**2. MBA Concentration Course Finance**

**Decisions**

GALE 512	
Legal Business Environment	3 credits
GMQM 552	
Quantitative Business Methods	3 credits
GFFM 522	
Money, Banking, Fin. Markets	3 credits
GFCM 523	
Capital Markets and Inst.	3 credits
GFCB 524	
Commercial Bank Mgmt.	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590

Industry Analysis (proj. work)	9 credits
GIIS 591	
Industry Strategies	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**3. MBA Concentration Course Management**

**Decisions**

GALE 512	
Legal Business Environment	3 credits
GMSM 551	
Strategic Management	3 credits
GMQM 552	
Quantitative Business Methods	3 credits
GMHR 553	
Human Resource Management	3 credits
GMSB 558	
Small Business Management	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
Industry Analysis (proj. work)	9 credits
GIIS 591	
Industry Strategies	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**4. MBA Concentration Course Marketing**

**Decisions**

GCFS 560	
Fin. Statement Analysis	3 credits
GALE 512	
Legal Business Environment	3 credits
GCAS 561	
Advertising and Sales	3 credits
GCCB 562	
Consumer Behavior	3 credits
GCMM 563	
Advanced Marketing Mgmt.	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
Industry Analysis (proj. work)	9 credits
GIIS 591	
Industry Strategies	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**5. MBA Concentration Course  
Project Management**

**Decisions**

GALE 512	
<i>Legal Business Environment</i>	3 credits
GPPM 570	
<i>Project Management Found.</i>	3 credits
GPPP 571	
<i>Project Planning</i>	3 credits
GPPS 572	
<i>Pricing, Scheduling, Contr.</i>	3 credits
GPRM 573	
<i>Risk Management</i>	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	9 credits
GIIS 591	
<i>Industry Strategies</i>	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**6. MBA Concentration Course  
Strategy, Leadership and  
Entrepreneurship**

**Decisions**

GSST 580	
<i>Strategic Thinking</i>	3 credits
GSSM 581	
<i>Strat. and Managerial Control</i>	3 credits
GSGB 582	
<i>Global Business</i>	3 credits
GSEC 583	
<i>E-Competencies</i>	3 credits
<b>Subtotal</b>	<b>12 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	9 credits
GIIS 591	
<i>Industry Strategies</i>	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**7. MBA Concentration Course  
Information Technology  
Management**

**Decisions**

GTIT 545	
<i>Mgt. of Information Techn.</i>	3 credits
GSEC 583	
<i>E-Business</i>	3 credits
GTTI 547	
<i>Internet Techn. and Apps.</i>	3 credits

GTBI 548	
<i>Business Intelligence</i>	3 credits
GTCD 549	
<i>Computer Database Apps.</i>	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	9 credits
GIIS 591	
<i>Industry Strategies</i>	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**8. MBA Concentration Course  
Human Resources Management**

**Decisions**

GMHR 553	
<i>Human Resource Mgmt.</i>	3 credits
GMOC 554	
<i>Managing Organiz. Change</i>	3 credits
GMTD 555	
<i>Training and Development</i>	3 credits
GMLR 556	
<i>Labor Relations</i>	3 credits
GALE 512	
<i>Legal Business Environment</i>	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	9 credits
GIIS 591	
<i>Industry Strategies</i>	3 credits
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**9. MBA Concentration Course  
Banking, Finance and Insurance**

**Decisions**

GFFB 521	
<i>Foundations of Banking</i>	3 credits
GMQM 552	
<i>Quantitative Business Methods</i>	3 credits

GFFM 522	
<i>Money, Banking, Fin. Markets</i>	3 credits
GFCM 523	
<i>Capital Markets and Inst.</i>	3 credits
GTFI 525	
<i>Foundations of Insurance</i>	3 credits
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	<i>9 credits</i>
GIIS 591	
<i>Industry Strategies</i>	<i>3 credits</i>
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

**10. MBA Concentration Course  
Hospitality Management**

**Decisions**

GHHM 540	
<i>Hospitality Management</i>	<i>3 credits</i>
GHIH 541	
<i>Introduction to Hospitality</i>	<i>3 credits</i>
GHHG 542	
<i>Gaming and Hospitality Laws</i>	<i>3 credits</i>
GHCS 543	
<i>Customer Service Hospitality</i>	<i>3 credits</i>
GTTI 547	
<i>Internet Techn. and Apps.</i>	<i>3 credits</i>
<b>Subtotal</b>	<b>15 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	<i>9 credits</i>
GIIS 591	
<i>Industry Strategies</i>	<i>3 credits</i>
<b>Subtotal</b>	<b>12 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>48 credits</b>

<i>MBA Foundation Courses</i>	<i>21 credits</i>
<i>MBA Concentration Courses</i>	
<i>Decision</i>	<i>15 credits</i>
<i>Industry Focus</i>	<i>12 credits</i>
<b>Grand Total</b>	<b>48 credits</b>

**4.7.3 Requirements for Graduation**

MBA participants who have fulfilled all program requirements, who have not received any “Incomplete” grades, who have no outstanding Code of Conduct issues and who have a final GPA of 2.67 or better are granted the degree. MBA participants must complete 48 credits of course work to be eligible for the MBA degree. Course credits are awarded for achieving a grade better than “F”. If an MBA participant receives an “F” for a required course, this course must be re-taken. The Dean recommends degrees to the faculty and the Advisory Board and awarded by vote of the faculty and the Board.

**4.8 EMBA**

The VU Executive Master of Business Administration (EMBA) program enables high-caliber, experienced managers, executives and entrepreneurs to combine business education with their professional lives. Committed to learning, VU cares about the participants’ personal and career development. EMBA participants hold management positions in their organizations. Therefore, they can immediately apply what they have learned in a professional context. An advantage of the EMBA over full-time programs is the rare chance it offers EMBA participants to go back-and-forth between school and work. VU’s EMBA program is designed with this in mind, which provides comfortable off-campus periods for the EMBA participant to connect theory to practice.

**4.8.1 EMBA Admission Criteria**

An applicant must have:

- at least ten years of business experience and a satisfactory GMAT score;
- an undergraduate degree;
- an undergraduate transcript;
- two letters of reference;
- a personal interview;
- English language proficiency;
- a Personal Essay;
- stipulated his or her career goals;
- entrepreneurial expertise;
- evidence of leadership, professional promise, motivation and drive;
- proven skills to overcome hardship;
- professional certifications;
- honors and awards;
- publications;
- a membership in professional or business associations;
- community or national service;
- extracurricular activities.

Please note: the GMAT is optional for EMBA applicants. It is not required but strongly encouraged.

**4.8.2 EMBA Program Structure**

The EMBA program structure is similar to the MBA program structure. The duration of the total EMBA course is one year and EMBA participants must successfully complete all courses. The courses are assessed by means of both coursework and examination.

**Core Courses**

GBME 500	
<i>Managerial Economics</i>	<i>3 credits</i>
GBFA 500	
<i>Finance and Accounting</i>	<i>3 credits</i>
GBPM 500	
<i>Production Management</i>	<i>3 credits</i>
GBOB 500	
<i>Organization Behavior</i>	<i>3 credits</i>
GBMT 500	
<i>Management Theory</i>	<i>3 credits</i>
GBMM 500	
<i>Marketing Management</i>	<i>3 credits</i>
<b>Total</b>	<b>18 credits</b>

**EMBA Concentration Course  
Strategy and Leadership  
Development**

<b>Decisions</b>	
GSST 580	
<i>Strategic Thinking</i>	<i>3 credits</i>
GSSM 581	
<i>Strat. and Managerial Control</i>	<i>3 credits</i>
GSGB 582	
<i>Global Business</i>	<i>3 credits</i>
GSEC 583	
<i>E-Competencies</i>	<i>3 credits</i>
<b>Subtotal</b>	<b>12 credits</b>

**Industry Focus**

GIIA 590	
<i>Industry Analysis (proj. work)</i>	<i>3 credits</i>
GIIS 591	
<i>Industry Strategies</i>	<i>3 credits</i>
<b>Total</b>	<b>6 credits</b>
<b>Grand Tot. (+ Found.)</b>	<b>36 credits</b>

<i>EMBA Foundation Courses</i>	<i>18 credits</i>
<i>EMBA Concentration Courses</i>	
<i>Decision</i>	<i>12 credits</i>
<i>Industry Focus</i>	<i>6 credits</i>
<b>Grand Total</b>	<b>36 credits</b>

**4.8.3 Requirements for Graduation**

EMBA participants who have fulfilled all program requirements, who have not received any “Incomplete” grades, who have no outstanding Code of Conduct issues (see paragraph 5.4) and who have a final GPA of 2.67 or better are granted the degree. Course credits are awarded for achieving a grade better than “F”. If an EMBA participant receives an “F” for a required course, this course must be re-taken. The Dean recommends degrees to the faculty and

the Advisory Board and awarded by vote of the faculty and the Board.

**4.9 DBA**

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: DBA participants can tailor their studies around their career needs and lifestyle. The DBA program provides a practical yet academically rigorous learning experience for a diverse population of traditional and non-traditional participants. The objectives of the program are three-fold:

- to prepare participants for a career in management or consulting at the 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 of 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.

**DBA & PhD**

A DBA degree differs from a Philosophical Doctor (PhD) through its focus on practice, policy, or strategy, within the context of the individual’s workplace. Both doctorates involve the development of substantial original work. However, a professional doctorate such as the DBA requires a different type of research development from that of the PhD. For a PhD, research often needs to make a significant contribution to theoretical literature, whereas the research involved in the DBA is generally applicable to more specific business issues and is carried out in the context of professional practice.

**4.9.1 DBA Admission Criteria**

VU seeks doctoral participants possessing a solid undergraduate and graduate educational preparation, reasonable managerial or professional experience, strong intellect and the capacity for independent investigation. An understanding of the contemporary economic, political and social context in which business organizations operate is important. While most applicants have a master’s degree in a business or a public management-related field, applicants with strong academic preparation in other fields are equally welcome to apply. Doctoral participants must be fluent in English and are expected to write on a level meeting contemporary standards of professional publication.

The selection of applicants for admission to the doctoral program is made by a faculty Committee and is based on the applicant’s overall accomplishments and skills. Successful applicants generally are admitted to the doctoral program twice a year. A complete application package must be received by the Admissions Committee well in advance of the anticipated matriculation date.

DBA 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: 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.

**4.9.2 DBA Program Structure**

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

- The “Industrial Focus Workshop” provides DBA participants with a solid doctoral foundation.
- The “Domain” allows a DBA participant the opportunity to develop further a specific area of interest.
- The DBA finishes with a dissertation of 45,000 words

Participants for the DBA degree must complete a minimum of 80 credits, with a minimum GPA of 3.0. It is required that all participants attend the earliest scheduled seminar in the advanced study of business administration. Every DBA candidate must prepare and present a dissertation. The requirement for a DBA dissertation is 45,000 words. DBA dissertations may be undertaken within any of the functional areas of an organization, e.g. information systems, marketing, accounting and organization behavior but is not restricted to those areas e.g. there are emerging areas for research, which offer exciting possibilities, including small business management and family businesses.

**Industry Focus Workshop**

DBSC9745	
Strategy and Competition	4 credits
DBLC9755	
Leadership and Change Mgt.	4 credits
DBFD9765	
Finance for Decision Making	4 credits
DBSM9775	
Strategic Marketing:	
Value Exchange	4 credits
DBEP9785	
Economic Management and	
Public Policy	4 credits
DBMO9795	
Managing International	
Organization	4 credits
DBIE9805	
Innovation and	
Entrepreneurship	4 credits
<b>Subtotal</b>	<b>28 credits</b>

**Domain**

DBRE 9701	
<i>Research Foundations and Research Methodology</i>	
	<i>12 credits</i>
DBDW 9702	
<i>Doctoral Workshop:</i>	
<i>Research Focus</i>	<i>10 credits</i>
<b>Subtotal</b>	<b>22 credits</b>

**Dissertation**

DBDI 9703	
<b>Dissertation</b>	<b>30 credits</b>

<i>Industry Focus Workshop</i>	<i>28 credits</i>
<i>Domain</i>	<i>22 credits</i>
<i>Dissertation</i>	<i>30 credits</i>
<b>Grand Total</b>	<b>80 credits</b>

**4.9.3 Requirements for Graduation**

1. Comprehensive Exam for Doctoral DBA participants

The comprehensive examination is designed to allow the DBA participant to demonstrate wide-ranging knowledge of the fundamental principles of and basic literature in, the specific academic fields. Successful completion of the examination leads to doctoral candidacy status. Previous comprehensive examinations will be available for review and study.

2. Doctoral Research Project

DBA participants must successfully complete a doctoral research project in partial fulfillment of the requirements for the doctoral degree. The main objective of the research project is to prepare participants to utilize empirically based, sophisticated and relevant methodologies so that they may address contemporary business problems.

**4.10 Executive Education**

The VU’s Executive Education designs and delivers learning initiatives that transform individuals and organizations. We go beyond connecting theory to practice. We connect theory to your practice so you can connect ideas to your business. Our Advanced Management Program and Custom Programs provide the dynamic learning environment and concrete tools necessary for executives to maximize their potential as leaders, articulate a well-defined vision, and energize their organizations for today and the future. Our global team of world-leading academics and industry experts will work with you to find the perfect solution for your business

- and give you outstanding support before, during and after your program.

**4.11 MBA, EMBA and DBA in Chinese Business**

As a business school with global aspirations, VU is strongly committed to have China and its dynamic and evolving economy as an integral part of the school’s curriculum. Therefore, the school offers three unique specialization opportunities: an MBA, an EMBA and a DBA in Chinese Business. China’s economic growth over the past two decades has astonishingly outpaced existing models of economic thought. This economic performance has created massive needs for research, education and knowledge about the country.

All China-related programs will be delivered in collaboration with Peking University’s leading academic faculty in Beijing. VU has the capacity to leverage its Peking University resources. Peking University is known for its century-old, strong humanity studies and liberal arts education and its faculty members are among the leading scholars in their respective fields. Instruction is in Mandarin or English with the help of a translator whenever necessary.

In 2004, VU started an academic cooperation with the School of Economics and the Public Economic Academy of Peking University. This cooperation has yielded a significant number of alumni: MBA, EMBA and DBA programs in China have attracted senior management of large Chinese firms and government officials in charge of policymaking and regulation. As a result, VU has the appropriate channels to offer its participants a solid knowledge transfer and access to the highest level of decision makers in China. The Chinese Ministry of Commerce fully supports the objectives of VU’s programs in Chinese Business.

**4.11.1 MBA and EMBA in Chinese Business**

VU’s MBA in Chinese Business and VU’s EMBA in Chinese Business, aim to provide participants with the ability to lead, design and implement suitable systems and practices for organizations operating in or with China. With the country’s pivotal and accelerating role in today’s global economy, it is imperative that foreign companies need competent managers with sufficient understanding of the country’s business style. Given the growth of the Chinese economy, it will

become more important to understand and respect this ancient yet forward-looking nation. There is still a severe shortage of talents who are familiar with Chinese management techniques. In order to compete and grow in China, more education is required.

Chinese as well as foreign professors teach VU's MBA and EMBA in Chinese Business. Participants can enroll into a Mandarin taught program depending on their proficiency of that language.

The program aims to attract bachelor graduates from all over the world with basic knowledge in business topics who are pursuing a management career with an Asian focus.

#### **4.11.2 MBA and EMBA in Chinese Business Program Structure**

The MBA and EMBA Concentration Courses will be the same as the regular MBA or EMBA. However, the Industry Focus (Industry Analysis, Industry Strategies and the Business Plan Analysis & Development) must have a China-related topic.

#### **4.11.3 DBA in Chinese Business**

VU's DBA in Chinese Management aspires to comprehend China's swift towards global integration. Furthermore, the program aims to promote and enhance connectivity and trade relations with China's accelerating economy. The DBA program is designed for senior-level executives in charge of policymaking and regulation.

Participants will learn about the needs of Chinese and foreign companies establishing and expanding businesses in China. The program correlates theory with real-world examples, the instructor's/participants' experiences, intensive case analysis and interactive exercises to develop the cross-cultural skills and capabilities demanded in Asian cultures to develop effective business and work relations.

The DBA in Chinese Business is tailored to the needs of international management professionals. VU offers an exceptional educational experience in which case studies, discussion sessions and field trips all over China are at the core of the program. Participants will have a unique opportunity to learn from classmates and build a network in China that will bring a lifetime of value.

VU's alumni of Chinese leaders from business and governments provide cross-industry networking and benchmarking opportunities that offers participants first-hand experience in an increasingly competitive landscape. Chinese as well as foreign professors teach VU's DBA in Chinese Business. Participants can enroll into a Mandarin taught program depending on their proficiency of that language.

#### **4.11.4 DBA in Chinese Business Program Structure**

The DBA Industry Focus Workshop (7 subjects from the Industry Focus Workshop list) will be the same as the regular DBA. The Domain (Research Foundations and Research Methodology and the Doctoral Workshop: Research Focus) and the Dissertation must have a China-related topic.

## 5. Course Descriptions

### 5.1 BBA

#### BBA Core Courses

##### **UBBL 400 Basics Business Law**

This course examines the fundamental legal concepts and principles that affect business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

##### **UBMA 400 Macro Economics**

This course is an introduction to macroeconomics in the context of current problems. National income analysis, money and banking, economic growth and stability, unemployment, inflation, and the role of government.

##### **UBMI 400 Micro Economics**

This course explores how the market mechanism allocates scarce resources among competing needs; uses basic tools of supply and demand and production and distribution theory to analyze diverse problems.

##### **UBQM 400 Introduction to Quantitative Methods**

This course is an introduction to quantitative methods used for effective business decision process. Basic statistical and mathematical concepts, probability and decision making, differential and integral calculus, linear programming will be discussed.

##### **UBIB 400 Introduction to Business**

This course will study the basic theories and skills of business in a variety of professional contexts.

##### **UBSO 400 Sociology**

This course introduces basic sociological concepts. Participants will examine aspects of human behavior in a cultural framework including individual and group interaction, social mobility and stratification, status and class, race and gender relations, urbanism, crime and criminology, and social change and reform.

##### **UBBC 400 Business Communication**

This course is a detailed study and application of various types of oral and written communication

used in business. It examines the role of communication in the organization. Topics include technologies that enhance communication effectiveness, international considerations, presentation and written skills, and written forms of communication.

##### **UBPA 400 Principles of Accounting**

This course covers recording of business transactions; accounting for sales, purchases, cash disbursements, and receivables; includes end of fiscal period work, adjustments, financial statements, and closing procedures.

##### **UBEM 400 Essentials of Marketing**

This course is intended to expose participants to the process of building profitable customer relationships through an integrative customer-value/customer-equity framework of marketing. Participants will learn the essentials of marketing, as well as how the concept of marketing is interrelated to a company's entire strategy.

##### **UMPM 400 Principles of Management**

This course introduces models and concepts that provide insights on a wide range of managerial problems. Qualitative and quantitative methods will be used to address various aspects of managing a business concern. Major topics include ethics and corporate social responsibility, organizational design, planning and strategy formulation, motivation, reward and discipline.

##### **UBIT 400 Introduction to IT**

This course introduces the use of the computer in the business area including discussions of computer history, computer hardware and computer software problem solving and algorithms.

##### **UBFF 400 Fundamentals of Finance**

This course focuses on theories, concepts, and principles of the financial structure of an organization. The emphasis is on the structure and operation of financial management; problems of internal financial analysis, planning and control, capital structure and investment decisions, valuation, dividend policy, mergers, and acquisitions.

##### **UBPO 400 Production and Operation Management**

This course examines the activities that create value of goods or services through the transfer of inputs into outputs. It is the creation of goods and services otherwise known as production. It

presents a state-of-the art view of the activities of the operations function including a blend of topics from accounting, industrial engineering, management, management science, and statistics.

#### **UBHR 400 Human Resource Management**

This course provides the concepts of human resource management including definitions and functions of managing people. Theoretical principles of human resource management are examined to identify various key issues, such as human resource planning, recruitment and selection, training and development, and performance appraisal. The roles and responsibilities of human resource professionals in collaboration with line management are discussed.

#### **UBSB 400 Small Business Management**

This course reviews the start-up process of small firms. The course also discusses other topics such as the role of the business plan, the marketing plan, selection of the management team and the form of the organization, accounting, sources of financing, and the competitive advantage of small businesses.

#### **UBBP 400 Business Planning**

These courses look at the planning, leading, organizing and controlling of individuals within an organization or business in order to effectively and efficiently reach their goals. It provides an overview of theories, concepts, and techniques of management in today's business organizations and the role of the manager in today's society.

#### **UBEP 400 Country-Relevant Economic Policy**

This course will cover the basic issues of how a country's economic policy determines the price level and inflation rate. A number of theories, including the quantity theory, interest rate targets, and new-Keynesian models will be considered. Empirical and historical evidence will be studied.

#### **UBEH 400 Economic History**

This course is a survey of the principal thinkers and ideas that have defined the development of Western economic history, from the Ancient Greeks to the modern day. The course introduces the critical vocabulary of Western economic thought in both their historical and intellectual context.

#### **UBEG 400 Economic Geography**

This course recognizes the importance of geography for business decision making the course studies geographical regions of the world with reference to topography, climate, resources, trade and commerce, population, and state of their economies.

#### **UBIE 400 Introduction to International Economics**

This course studies basic concepts of international trade and finance, international division of labor, comparative advantage, gains from trade, trade pattern, international trade and financial institutions, international capital flows, and the impact of trade. Topics covered also include international economic cooperation, bilateral and multilateral agreements, protectionism, and international economic conflicts.

### **1. BBA Concentration Course Accounting**

#### **UAFA 410 Fundamentals of Accounting I**

#### **UAFA 411 Fundamentals of Accounting II**

This course gives participants insights into financial accounting procedures, concepts, and reports for sole proprietorships, partnerships, and corporation.

#### **UAIA 412 Intermediate Accounting I**

#### **UAIA 413 Intermediate Accounting II**

This course discusses accounting theory and problems in the classification of transactions, asset and liability valuation, income determination, and the presentation and interpretation of financial statements.

#### **UAAU 414 Auditing**

This course emphasizes internal and external auditing: current professional standards, ethics of the auditor, internal control, and evidence gathering.

#### **UACA 415 Cost Accounting**

This course covers the development and use of cost accounting for inventory valuation, income determination, and cost control, including process accounting and variance analysis.

#### **UAFS 416 Financial Statement Analysis**

This course helps the participants to develop core skills essential to financial statement analysis. It covers ratio analysis, cash flow analysis, pro forma financial statements,

financial modeling, and firm valuation using discounted cash flow techniques. Spreadsheet application is an essential educational tool in this course.

#### **UAMA 417 Managerial Accounting**

This course discusses cost-benefit choices among accounting methods and systems in support of strategic decisions and operational control, including behavioral effects of accounting systems within organizations and construction of budgets, forecasts, and estimates for new product/process costs.

#### **UAAI 418 Management Information System**

This course helps participants with the planning and operation of electronic data processing systems in accounting and the use of the information generated for financial reporting and control.

#### **UACO 419 Control**

This course is a study of a planning and controls system and the performance evaluation of different types of organization. The course focuses on strategic planning and budgeting as a tool for planning and controls, the preparation of budgets, and the utilization of the budgets as an effective control tool.

## **2. BBA Concentration Course Finance**

#### **UFMB 420 Money & Banking**

This course covers the study of the financial sector e.g. businesses, consumers and governments in money and capital markets are observed with emphasis on financial instruments, analysis of financial intermediaries and the determination of interest rates.

#### **UFAF 421 Advanced Finance**

This course is a study on international financial market evolution, financing sources both from international bond and stock markets as well as financial management for multinational corporations which includes direct investments analysis, international portfolio investments, political risk analysis, international funds allocation, mergers and acquisitions for multinational corporations, and liquidity management.

#### **UFFC 422 Fixed Capital Management**

This course is primarily devoted to the principles of financial valuation. Since capital management virtually always involves risk & uncertainty, the concept of risk, and the relation between risk & return will be introduced. The course concludes with an introductory treatment of the effects of financing on capital budgeting decisions.

#### **UFWC 423 Working Capital Management**

This course focuses on working capital management. Topics include financial statement analysis, capital budgeting methods, estimating incremental cash flows, estimating cost of capital, valuation of projects, valuation of companies in takeovers, cross-border valuation, and valuation of strategic options.

#### **UFCM 424 Introduction to Capital Markets**

This course enhances through an international perspective. Topics covered in this course are an overview of international banking and its structure as well as the changing nature of bank management.

#### **UFTA 425 Introduction to Taxation**

This course offers an overview of general rules and tax collection including personal income tax, corporate income tax, value-added tax, specific business tax, stamp duty, customs duty, property taxes, and double tax agreements.

#### **UFIN 426 Introduction to Insurance**

This course is a study of different types of risks and financial losses that may occur to individuals and organizations. Topics include types of damages, factors affecting risk management, principles of insurances, basic understanding of various kinds of insurance, customer selection, reinsurance, and insurance business management and control.

#### **UFIM 427 Investment Management**

This course deals with the structure of the investment industry, products offered and products designed, structured finances, credit-rating and the management of investment management institutions.

#### **UFIF 428 Introduction to International Finance**

This course aims at introducing participants to instruments and institutions of international financial markets, evolution of the international monetary system and foreign exchange markets.

### **UFTP 429 Contemporary Topics in Finance**

This course is an examination of contemporary issues and topics, which relate to the development in the field of finance. Topics will vary from semester to semester and will be announced prior to registration.

## **3. BBA Concentration Course Management**

### **UMAM 430 Advanced Management**

This course is a study of applying the management principles into the business operations through case studies, which include the evolution of management, the solutions to the problems incurred in practice, and problems in the current business environment. The course focuses on using various tools in different fields to tackle management issues.

### **UMSP 431 Strategic Planning**

This course introduces participants to the practice of strategic planning. It covers the role and purpose of strategic analysis and planning; formulating plans, establishing organizational goals and objectives in the context of changing technology and environment, and techniques of policy formulation.

### **UMIM 432 International Management**

This course is designed to develop the participant's understanding of international business and the globalization of the economy. The focus is primarily on the international business environment and the activities of multinational corporations.

### **UMHR 433 Human Resource Management**

This course arises from the observation that human resource management could help create competitive advantages for firms. Concepts and issues examined in this course include those associated with job design, staffing, training and development, group behavior and teamwork, motivation and job satisfaction.

### **UMOB 434 Organizational Behavior**

This course discusses classical and contemporary organization theories, interpersonal and organizational behavior, motivation, communication, leadership, and the process of decision-making in organizations.

### **UMIF 435 Introduction to Functional Management**

This course analyzes institutional & functional distribution channels: selecting, evaluating, and managing distribution channels.

### **UMBE 436 Business Ethics**

Examination of some of the moral problems that arise with regard to the responsibilities of various segments of the business community – including employers, management and stockholders – to one another, to the consumer, and to society at large.

### **UMST 437 Special Topics in International Management**

This course offers coherent and organized coverage of important contemporary topics. Specific topics are announced when the course is scheduled.

### **UMCC 438 Corporate Culture**

This course looks at advanced topics in the design and development of organizations. Participants will move beyond the fundamentals learned in the management core and develop detailed understandings, tools, and skills relevant to the relationships between organizational structure, design, and culture, with the goal of improving the organizational performance.

### **UMRS 439 Region-Specific Management**

This course covers an analysis of the backgrounds, cultures, and customs of differing peoples and nations on management. The nature and effect of global development, human welfare indicators, the effects of globalization and attitudes to the developed market economies will be explored.

## **4. BBA Concentration Course Marketing**

### **UCIN 440 International Marketing**

This course examines the specific issues involved in entering overseas markets and in conducting international marketing operations, as opposed to entering domestic marketing organizations. Attention is focused on problems such as identifying and evaluating opportunities in overseas markets, developing and adapting marketing strategies in relation to specific national market needs and constraints, and coordinating strategies in world markets.

### **UCIM 441 Import Management**

This course offers participants the study of actual examples of imports and exports, assessing demand, finding markets for exports and sources for imports; international letters of credit and export financing.

### **UCCB 442 Consumer Behavior**

This course analyzes the underlying theories and complex variables influencing the purchasing and decision-making processes of consumers. Marketing strategy implications of consumer behavior concepts are offered.

### **UCCO 443 Communication**

This course provides an opportunity for participants to gain an understanding of various facets of advertising and promotion management. Participants examine the use of all available promotional vehicles to communicate to potential customers the messages that support the objectives of the marketing plan.

### **UCEM 444 E-Marketing**

This course investigates the activities involved in marketing goods and services to businesses, institutions, resellers, and government, with primary emphasis on business-to-business marketing.

### **UCPM 445 Product Management**

This course provides the conceptual and analytical framework to analyze product strategy, development, and marketing.

### **UCSC 446 Supply Chain Management**

This course presents concepts of supply chain management as they apply to transportation and other industries that require activities such as inventory control, scheduling, project management, forecasting, and other operational issues.

### **UCMR 447 Marketing Research**

This course provides the participant with a systematic and objective approach to the search for and analysis of information relevant to the identification and solution of marketing problems.

### **UCMS 448 Marketing Strategy**

This course provides an in-depth understanding and analysis of promotional strategies and tactics necessary in the management of marketing communications.

### **UCEL 449 Elective**

## **5. BBA Concentration Course Hospitality Management**

### **UHSM 450 Hospitality Strategic Marketing**

This course provides an understanding of hospitality marketing management. In this course participants will learn how to: evaluate the marketing environment, analyze and identify market opportunities, define and select target customers, plan marketing programs and implementing and controlling marketing plans.

### **UHCM 451 Costing & Pricing**

This course studies how cost accounting information is used in the management of planning, controlling, and evaluating processes to enhance hospitality management decisions at all levels

### **UHIE 452 Int. Experience in Hospitality Management**

This course focuses on the management of products and services at hotels, resorts and other venues that hold group meetings. The aim of the course is to help participants understand, gain knowledge, and develop an appreciation of the multifaceted elements of hospitality management by exploring all aspects of the field. Topics include business ethics, franchising, management contracts, and areas of management responsibility such as human resources, marketing and sales, and advertising.

### **UHHL 453 Hospitality Law**

This course provides participants with the understanding and insights required to provide specialized legal and policy advice to the many stakeholders in the hospitality industry.

### **UHCM 454 Structure of Hospitality Industry**

This course discusses strategic issues in management, formulation, and analysis of strategies, relationship between strategies and organizational structures, strategic thinking and managing change, pricing and distribution strategies, differences in strategies between sectors.

### **UHRM 455 Revenue Management**

This course is designed to teach the analytical process and decision-making techniques that participants need in order to make sound

investment and credit decisions through the application of financial statement analysis.

#### **UHCS 456 Customer Service**

This course emphasizes the development of company policies and strategies pertaining to the execution of good customer service. It also provides the techniques and methods to train personnel in the implementation of standards relating to customer service. Evaluation methods focusing on consumers, their needs, and the skills needed to anticipate these needs as well as developing solutions to customer problems and complaints.

#### **UHLS 457 Hospitality Leadership and Supervision**

This course uses an incident approach to provide a cross section of supervisory situations that have faced hospitality management. Emphasis is given to particular situations involving leadership development, ethical behavior, and social responsibility.

#### **UHCM 458 Concessions Management**

This course examines food and beverage concession operations within the sport and recreation industry in a variety of venues. Focuses on logistical, inventory, financial, cash control, and human resources.

#### **UHCM 459 Franchising**

This course examines franchising from both the franchisor and franchisee's point of view; examines start-up, organization, franchisor/franchisee's relations, marketing, legal aspects, and operations, with an orientation toward the small business franchisee.

#### **BBA Electives**

#### **Six subjects from the following list**

#### **UECE 470 China's Economic Growth Model**

This course helps participants understand the condition of China, the impact of its growing economic model on the world economy, opportunities, and challenges for foreign investors, and successful investment strategies.

#### **UEUP 471 US Political System**

This course is a comprehensive study of government in the United States, including the basic principles of American government and political culture and a cross-cultural examination of institutions, processes, and public policies.

#### **UEAU 472 Africa's Resource Utilization**

This course offers a comparative study of the resource based systems and political processes of selected countries in Africa. Special emphasis is placed on the problems of postcolonial nation building, political culture, and the nature and role of the military.

#### **UECM 473 Culture of Managerial Fulfillment**

This course sets the framework for the cultural dimensions of cultural behavior. Participants will learn about the dimensions of managerial performance, philosophy, practices, and processes. The course blends organizational behavior, strategic dimensions for organizations to be dynamic, integrated systems whose output is monitored for quality and continuously improved.

#### **UEDP 474 Managerial Dimensions of Physics**

This course explores the relationship between physics as a science and the performance of managerial functions. Participants will study the following topics: forces and motion, conservation and transmission of energy, structure of matter, sound, light, and electromagnetic radiation, and electromagnetism.

#### **UESM 475 Synergy of Science and Management**

This course provides an introduction to the biological sciences, which includes the fundamental principles of biochemistry, genetics, molecular biology, and cell biology. It also covers the scientific method, metabolism, genetics, diversity of life, and ecology. The links of all this with managerial systems will be explored.

#### **UEME 476 Introduction Mathematical Economics**

This course introduces mathematical concepts of functions, equations, matrices, and derivatives of a different order. The application of mathematical tools in a micro-and macro-economic environment with emphasis on the relationship between total, marginal, and average functions. An analysis of elasticity, market equilibrium, and the effects of taxation

#### **UEBM 477 Basic Mathematics**

This course introduces elementary mathematics. Topics include descriptive statistics, probability, estimation, and hypothesis testing for means and proportions, correlation, and regression.

Participants use statistical software for assignments.

**UEMF 478 Mathematics of Finance**

This course covers functions and relations, equations and inequalities, determinants and matrices, simultaneous equations, algebra of polynomials, complex numbers.

**UEPS 479 Introduction to Psychology**

This course studies human behavior development in a social matrix, including such topics as socialization, cultural behavior, group norms, and attitude formation.

**UEPO 480 Introduction to Political Science**

This course introduces participants to the discipline of political science and to numerous fundamental political issues and challenges. This course introduces the main concepts, issues, and an approach employed in the study of politics and explores major political ideologies as well as the foundational basis of the modern state.

**UEEH 481 Contemporary Economic History**

This course applies economic analyses to important issues in contemporary economic history.

**UEPH 482 Introduction to Philosophy**

This course introduces philosophical problems and arguments. It covers the development and enhancement of critical and analytical skills as a major focal point and develops ability to read and interpret philosophical arguments.

**UELO 483 Logic**

This course emphasizes basic concepts and techniques of deduction, and the modern treatment of such topics as quantification and rules of inference. Basic principles of induction, formal fallacies, and uses of logic in everyday life.

**5.2 MBA**

**MBA Core Courses**

**GBME 500 Managerial Economics**

This course applies microeconomic analysis to decision methods of businesses or other management units, the science of directing scarce resources to manage costs effectively. Understanding consists of three branches:

competitive markets, market power and imperfect markets.

**GBFA 500 Finance and Accounting**

This course concerns a branch of economics with resource allocation as well as management, acquisition and investment; the systematic recording, reporting and analysis of financial transactions of a business.

**GBPM 500 Production Management**

This course deals with the entire physical and strategic dimensions of conversion of material and parts inputs into final products. The span extends from plant layout and material flow to inventory holding, production lot size determination and quality control. Issues of product packing and packaging are explored. The function has quantitative and strategic dimensions and these are included in the coverage.

**GBOB 500 Organizational Behavior**

This course examines the range of individual and group behavior in an organization. Topics: personality and attitudes, perception, motivation in the work setting, group and team behavior, leadership, interpersonal communication and organizational design and culture.

**GBMT 500 Management Theory**

This course addresses all business areas and human organization activity needed to get people together to accomplish desired goals and objectives. Management Theory comprises planning, organizing, staffing, leading or directing and controlling an organization.

**GBMM 500 Marketing Management**

This course examines the concepts, strategies and applications involved with marketing. The course addresses the problem of designing and implementing the most effective mix of marketing variables to carry out the firm's objectives in its target markets. Marketing Management aims to develop the participant's skills in applying analytical methods, decision tools and marketing concepts.

**GBIT 500 Information Systems Technology**

This course will help participants understand and use information technology in today's competitive environment. Participants gain an understanding of information technology for management decision-making, including how to evaluate and manage technology.

## **MBA Concentration Courses**

### **1. MBA Concentration Course Accounting**

#### **GAMA 510 Managerial Accounting**

This course will help participants make cost-benefit choices among accounting methods and systems in support of strategic decisions and operational control. Behavioral effects of accounting systems within organizations, construction of budgets, forecasts and estimates for new product/process costs are part of the curriculum.

#### **GAFS 511 Financial Statement Analysis**

This course builds skills in analyzing and interpreting income statements, balance sheets and statements of cash flows for the guidance of managers, shareholders and creditors. The curriculum also focuses on the topics of liquidity and related short-term debt-paying ability, long-term debt capacity and profitability.

#### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

#### **GACA 513 Cost Accounting**

This course examines cost accounting issues in organizations and the use of cost data to support managerial decisions and measure performance. Traditional as well as state-of-the-art concepts and approaches to the measurement and use of cost data are illustrated.

#### **GACF 514 Corporate Financial Management**

This course provides participants with an understanding of the fundamental concepts of modern finance from an analytical and quantitative perspective and serves as a foundation course for further work in finance. The course emphasizes valuation, capital budgeting decisions, capital structure and dividend decisions.

### **2. MBA Concentration Course Finance**

#### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

#### **GMQM 552 Quantitative Business Methods**

This course provides participants with a clear understanding of the important role that quantitative methods play a modern decision-making process. The course introduces quantitative techniques and tools that are relevant to intelligent decision-making and explains how they work. The course emphasizes how decision-makers can apply these methods to business problems.

#### **GFFM 522 Money, Banking, Financial Markets**

This course studies the role of money in an economy and examines monetary policy and tools by investigating the relationships between money supply and interest rates, inflation and business cycles. The course explains how financial institutions and markets work, as these institutions involve huge flows of funds throughout the economy, affecting thus production of goods and services, employment and profit.

#### **GFCM 523 Capital Markets and Institutions**

This course follows an in-depth examination of the functions of financial markets. Participants will study monetary theory and policy. Other major topics include debt security markets and commercial bank operations, domestic and international.

#### **GFCB 524 Commercial Bank Management**

This course provides an examination of the role of commercial banking in the economy and advanced theoretical and applied analysis of commercial bank management.

### **3. MBA Concentration Course Management**

#### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

#### **GMSM 551 Strategic Management**

This course is concerned with the long-term direction and performance of the whole organization. Contemporary theories of excellence in management and leadership will be studied. It examines organizations from the “strategic management” perspective of top management. The concepts and skills presented are applicable at all levels of management and to the variety of roles leaders, executives and managers fill.

#### **GMQM 552 Quantitative Business Methods**

This course provides participants with a clear understanding of the important role that quantitative methods play a modern decision-making process. The course introduces quantitative techniques and tools that are relevant to intelligent decision-making and explains how they work. The course emphasizes how decision-makers can apply these methods to business problems.

#### **GMHR 553 Human Resource Management**

This course introduces key concepts and techniques that managers need to know in order to best attract, retain and develop skilled personnel, based on current practice and theory in human resources management. Legal and ethical considerations in human resource management are also emphasized.

#### **GMSB 558 Small Business Management**

This course is designed to trace the entrepreneurial process from the initial business idea to the harvest. It is organized into four parts: entrepreneurial process, evaluating opportunity and developing the concept, assessing and acquiring resources and managing and harvesting the venture.

### **4. MBA Concentration Course Marketing**

#### **GCFS 560 Financial Statement Analysis for Managers**

This course builds skills in analyzing and interpreting income statements, balance sheets and statements of cash flows for the guidance of managers, shareholders and creditors. This course also focuses on the topics of liquidity and related short-term debt-paying ability, long-term debt capacity and profitability.

#### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

#### **GCAS 561 Advertising and Sales Promotion**

This course examines the role of communication, message design and economic and financial factors in the development of a sales promotion campaign.

#### **GCCB 562 Consumer Behavior**

This course uses the consumer decision model as a framework of analysis of why and how goods and services are bought and consumed. This course also explores the impact of consumer behavior and attitudes on the firm’s marketing strategies.

#### **GCMM 563 Advanced Marketing Management**

This course addresses the problem of designing and implementing the most effective mix of marketing variables to carry out the firm’s objectives in its target markets. Specifically, this course aims to develop the participant’s skills in applying analytical methods, decision tools and marketing concepts to problems of product offering, customer service, sales promotion, intermediary network and pricing.

### **5. MBA Concentration Course Project Management**

#### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of

legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

### **GPPM 570 Project Management Foundations**

This course introduces prerequisite knowledge for all project management courses. This course provides the intellectual and normative basis for the establishment of project management as a specialization.

### **GPPP 571 Project Planning**

This course emphasizes the phases of project management processes and their interrelatedness and includes management techniques, budgetary considerations in projects, life cycle planning and issues in projects and performance criteria development in contracting and project planning.

### **GPPS 572 Pricing, Scheduling, Control**

This course focuses on the utilization of management tools in managing and controlling projects and the integration of projects into the larger corporate financial structure. Topics and tools include Gantt, PERT, CPM, earned value techniques, material and planning and control, present value analysis, contingency considerations and off-the-shelf hardware/software issues.

### **GPRM 573 Risk Management**

This course deals with the efforts taken to minimize risk within the context of the project life cycle. Topics and areas for analysis include impact analysis, statistical applications and models, role of quality processes in mitigating risk factors, international commerce demands and economic considerations in project management.

## **6. MBA Concentration Course Strategy, Leadership and Entrepreneurship**

### **GSST 580 Strategic Thinking**

This course focuses on finding and developing unique opportunities to create value by enabling a provocative and creative dialogue among people who can affect a company's direction; a way of understanding the fundamental drivers of a business and rigorously challenging conventional thinking. Good strategic thinking uncovers potential opportunities for creating value and challenges assumptions about a

company's value proposition, so that when the plan is created, it targets these opportunities.

### **GSSM 581 Strategy and Managerial Control**

This course covers financial statement analysis, corporate governance, business performance measurement and budgetary control. It involves diagnostic analysis for assessing liquidity, solvency, profitability, operating efficiency and capital market performance of a business entity across time and space. This leads to the systems and mechanisms of corporate governance as evidenced by the role of boards, institutional investors, transparency and performance measurement.

### **GSGB 582 Global Business**

This course consists of transactions that are devised and carried out across national borders to satisfy the objectives of individuals, companies and organizations. Primary types of international business are import-export trade and foreign direct investment (FDI). The latter is carried out in varied forms, including wholly owned subsidiaries and joint ventures. Additional types of international business are licensing, franchising and management contracts.

### **GSEC 583 E-Competencies**

This course will be examined from three perspectives: (1) customer-business, (2) business-business and (3) intra-organization. The Internet, intranets and extranets, electronic data interchange (EDI), security electronic payment systems, tax issues and global policy will be investigated.

## **7. MBA Concentration Course Information Technology Management**

### **GTIT 545 Management of Information Technology**

This course exposes participants to the aspects of technological and operational issues. Participants will be able to appreciate the importance of operation as a competitive weapon and will be able to apply operational improvement. Participants will also be exposed to the concepts and techniques that allow managers to organize thorough planning in facing competitors and capitalizing on market opportunities.

### **GSEC 583 E-Competencies**

This course will be examined from three perspectives: (1) customer-business, (2) business-business and (3) intra-organization. The Internet, intranets and extranets, electronic data interchange (EDI), security electronic payment systems, tax issues and global policy will be investigated.

### **GTTI 547 Internet Technology and Applications**

This course discusses both the technical and managerial issues related to the acquisition, deployment, evaluation and evolution of organizational and inter-organizational information systems. It provides an exposure to decision support systems, e-business, knowledge management, enterprise resource planning, database and data warehousing technologies, telecommunications and Internet technology and applications.

### **GTBI 548 Business Intelligence**

Business intelligence is the process through which organizations generate value from their intellectual and knowledge-based assets. This course provides an overview of how companies can deploy Business Intelligence initiatives to improve efficiency, productivity and revenues in any business function. The course includes an overview of major BI vendors and software solutions.

### **GTCD 549 Computer Database Applications**

Behind the development and design of this course is to know how to design, manipulate and manage databases. The course participants are exposed to various forms, types and models of database systems to enable them to make viable choices. The ultimate aim is to encourage the usage of database management systems for effective data management.

## **8. MBA Concentration Course Human Resources Management**

### **GMHR 553 Human Resource Management**

This course introduces key concepts and techniques that managers need to know in order to best attract, retain and develop skilled personnel, based on current practice and theory in human resources management. Legal and ethical considerations in human resource management are also emphasized.

### **GMOC 554 Managing Organizational Change**

This course examines the critical success factors of managing organizational change and process innovation in multidisciplinary subject areas such as marketing, operations management, product and process design, business process reengineering, management accounting, finance and administration. The course is intended to develop an understanding of change and its impact on the organization as well as the people in the work place.

### **GMTD 555 Training and Development**

This course begins with a broad survey of modern macro-economic theory and will introduce economics of labor. Most of the course will focus on economic approaches to the various topics within the field of Human Resources Management.

### **GMLR 556 Labor Relations**

This course provides an important overview of critical issues and concepts in employee and labor relations, involving the employer-employee relationship. Topics include labor law, collective bargaining, administration of the collective bargaining agreement, mediation and arbitration and grievance and discipline procedures.

### **GALE 512 Legal Business Environment**

This course examines the fundamental legal concepts and principles that affect a business in a variety of functional and regulatory environments. Emphasis is on the application of legal principles through the case method approach. Key legal concepts relating to transactional aspects of business are discussed.

## **9. MBA Concentration Course Banking, Finance and Insurance**

### **GFFB 521 Foundations of Banking**

This course focuses on the conceptual foundations of banking and credit markets, including the theory of financial intermediation, spot and forward lending, securitization and other lending techniques, deposit contracts and insurance and international banking.

### **GMQM 552 Quantitative Business Methods**

This course provides participants with a clear understanding of the important role that quantitative methods play a modern

decision-making process. The course introduces quantitative techniques and tools that are relevant to intelligent decision-making and explains how they work. The course emphasizes how decision-makers can apply these methods to business problems.

### **GFFM 522 Money, Banking, Financial Markets**

This course studies the role of money in an economy. Participants will examine monetary policy and tools by investigating the relationships between money supply and interest rates, inflation and business cycles and explain how financial institutions and markets work, as these institutions involve huge flows of funds throughout the economy, affecting thus production of goods and services, employment and profit.

### **GFCM 523 Capital Markets and Institutions**

This course follows an in-depth examination of the functions of financial markets. Participants will study monetary theory and policy. Other major topics include debt security markets and commercial bank operations, domestic and international.

### **GTFI 525 Foundations of Insurance**

This course is an introduction to risk management and insurance. This course surveys various risks and policy options including homeowners, auto, fire, marine, liability, life, health, employee benefits, social and business.

## **10. MBA Concentration Course Hospitality Management**

### **GHHM 540 Hospitality Management**

This course focuses on the management of products and services at hotels, resorts and other venues that hold group meetings. The aim of this course is to help participants understand, gain knowledge and develop an appreciation of the multifaceted elements of hospitality management by exploring all aspects of the field. Topics include business ethics, franchising, management contracts and areas of management responsibility such as human resources, marketing and sales and advertising.

### **GHIH 541 Introduction to Hospitality**

This course will provide the scope and complexity of the industry. The course covers key

hospitality issues, management definitions and career opportunities available in restaurants, hotels, beverages operations, casinos, theme venues, entertainment centers, cruise lines and countless other hospitality and tourism businesses.

### **GHGH 542 Hospitality Laws**

This course covers the legal and regulatory requirements as found in most gaming jurisdictions in Europe. Of particular interest will be regulatory and legal issues. Security is discussed in the context of assuring that all legal and regulatory requirements are being faithfully fulfilled.

### **GHCS 543 Customer Service Hospitality**

This course explores themes and developments like the growth in long haul travel and issues relating to globalization, providing high quality customer service through organizational excellence, increasing market competition and the importance of good leadership and entrepreneurship.

### **GTTI 547 Internet Technology and Applications**

This course discusses both the technical and managerial issues related to the acquisition, deployment, evaluation and evolution of organizational and inter-organizational information systems. It provides an exposure to decision support systems, e-business, knowledge management, enterprise resource planning, database and data warehousing technologies, telecommunications and Internet technology and applications.

## **Industry Focus**

VU's Industry Focus prepares participants for management positions with a high degree of responsibility in leading international companies. Participants can choose either a regional focus (e.g. Switzerland, China and South Africa) or an industry focus (creative industry, watch industry, financial industry, pharmaceutical industry). The participant will gain a deep understanding of the structure and the challenges of these industries in today's international marketplace. VU's lecturers are well connected to local, regional and global business networks.

## **GIIA 590 Industry Analysis (project work)**

The Industry Analysis is a complete strategic analysis of a real, well-defined business problem or opportunity. In essence, two questions need to be answered:

- Is the company's strategy consistent with its internal strengths and weaknesses and its challenges and opportunities in its external environment?
- What changes should be made in the current strategy and investments in resources and capabilities, to improve or sustain overall performance?

Participants will have to analyze every aspect of a company and its environment and integrate their findings into a comprehensive understanding of the company's current situation. Participants will gather information from various sources, analyze the data, develop and evaluate alternative solutions then formulate conclusions and recommendations. A high-quality analysis will have several well-supported and internally consistent recommendations that present an integrated strategic option that can be implemented by the company: recommendations need to include what can realistically be done to improve the company's performance.

Project work can be undertaken individually or by a team of 3 to 5 participants. Team project work analyzes larger projects than individual project work. The final length of the analysis is 20 pages maximum. This amount of pages does not include title, references, appendices, etc. Normally, a project lasts for about 12 weeks.

Please note: participants of the Chinese Business Program must choose a China-related topic for their Industry Focus (analysis and strategies).

## **GIIS 591 Industry Strategies (thesis)**

It is compulsory to create a thesis to finish the program. The thesis shows the participant's comprehension of the material studied. The participant can choose a mixture of a research-based paper, a business report, a case study, or a business plan. Qualitative and quantitative research needs to be conducted. The thesis must give data and ascertain validity

together with examining the importance of events.

The thesis has to be undertaken individually. The minimum length of the thesis is 25,000 words. This amount of words does not include title, references, appendices, etc. Normally, writing a thesis lasts for about 22 to 28 weeks.

Please note: participants of the Chinese Business Program must choose a China-related topic for their Industry Focus (analysis and strategies).

## **5.3 EMBA**

### **EMBA Core Courses**

#### **GBME 500 Managerial Economics**

This course applies microeconomic analysis to decision methods of businesses or other management units, the science of directing scarce resources to manage costs effectively. Understanding consists of three branches: competitive markets, market power and imperfect markets.

#### **GBFA 500 Finance and Accounting**

This course concerns a branch of economics with resource allocation as well as management, acquisition and investment; the systematic recording, reporting and analysis of financial transactions of a business.

#### **GBPM 500 Production Management**

This course deals with the entire physical and strategic dimensions of conversion of material and parts inputs into final products. The span extends from plant layout and material flow to inventory holding, production lot size determination and quality control. Issues of product packing and packaging are explored. The function has quantitative and strategic dimensions and these are included in the coverage.

#### **GBOB 500 Organizational Behavior**

This course examines the range of individual and group behavior in an organization. Topics: personality and attitudes, perception, motivation in the work setting, group and team behavior, leadership, interpersonal communication and organizational design and culture.

### **GBMT 500 Management Theory**

This course addresses all business areas and human organization activity needed to get people together to accomplish desired goals and objectives. Management Theory comprises planning, organizing, staffing, leading or directing and controlling an organization.

### **GBMM 500 Marketing Management**

This course examines the concepts, strategies and applications involved with marketing. The course addresses the problem of designing and implementing the most effective mix of marketing variables to carry out the firm's objectives in its target markets. Marketing Management aims to develop the participant's skills in applying analytical methods, decision tools and marketing concepts.

### **EMBA Concentration Course Strategy and Leadership Development**

#### **GSST 580 Strategic Thinking**

This course focuses on finding and developing unique opportunities to create value by enabling a provocative and creative dialogue among people who can affect a company's direction; a way of understanding the fundamental drivers of a business and rigorously challenging conventional thinking. Good strategic thinking uncovers potential opportunities for creating value and challenges assumptions about a company's value proposition, so that when the plan is created, it targets these opportunities.

#### **GSSM 581 Strategy and Managerial Control**

This course covers financial statement analysis, corporate governance, business performance measurement and budgetary control. It involves diagnostic analysis for assessing liquidity, solvency, profitability, operating efficiency and capital market performance of a business entity across time and space. This leads to the systems and mechanisms of corporate governance as evidenced by the role of boards, institutional investors, transparency and performance measurement.

#### **GSGB 582 Global Business**

This course consists of transactions that are devised and carried out across national borders to satisfy the objectives of individuals, companies and organizations. Primary types of international business are import-export trade

and foreign direct investment (FDI). The latter is carried out in varied forms, including wholly owned subsidiaries and joint ventures. Additional types of international business are licensing, franchising and management contracts.

#### **GSEC 583 E-Competencies**

This course will be examined from three perspectives: (1) customer-business, (2) business-business and (3) intra-organization. The Internet, intranets and extranets, electronic data interchange (EDI), security electronic payment systems, tax issues and global policy will be investigated.

### **Industry Focus**

VU's Industry Focus prepares participants for management positions with a high degree of responsibility in leading international companies. Participants can choose either a regional focus (e.g. Switzerland, China and South Africa) or an industry focus (creative industry, watch industry, financial industry, pharmaceutical industry). The participant will gain a deep understanding of the structure and the challenges of these industries in today's international marketplace. VU's lecturers are well connected to local, regional and global business networks.

### **GIIA 590 Industry Analysis (project work)**

The Industry Analysis is a complete strategic analysis of a real, well-defined business problem or opportunity. In essence, two questions need to be answered:

- Is the company's strategy consistent with its internal strengths and weaknesses and its challenges and opportunities in its external environment?
- What changes should be made in the current strategy and investments in resources and capabilities, to improve or sustain overall performance?

Participants will have to analyze every aspect of a company and its environment and integrate their findings into a comprehensive understanding of the company's current situation. Participants will gather information from various sources, analyze the data, develop and evaluate alternative solutions then formulate conclusions and recommendations. A high-quality analysis

will have several well-supported and internally consistent recommendations that present an integrated strategic option that can be implemented by the company; recommendations need to include what can realistically be done to improve the company's performance.

Project work can be undertaken individually or by a team of 3 to 5 participants. Team project work analyzes larger projects than individual project work. The final length of the analysis is 20 pages maximum. This amount of pages does not include title, references, appendices, etc. Normally, a project lasts for about 12 weeks.

Please note: participants of the Chinese Business Program must choose a China-related topic for their Industry Focus (analysis and strategies).

### **GIIS 591 Industry Strategies (thesis)**

It is compulsory to create a thesis to finish the program. The thesis shows the participant's comprehension of the material studied. The participant can choose a mixture of a research-based paper, a business report, a case study, or a business plan. Qualitative and quantitative research needs to be conducted. The thesis must give data and ascertain validity together with examining the importance of events.

The thesis has to be undertaken individually. The minimum length of the thesis is 25,000 words. This amount of words does not include title, references, appendices, etc. Normally, writing a thesis lasts for about 22 to 28 weeks.

Please note: participants of the Chinese Business Program must choose a China-related topic for their Industry Focus (analysis and strategies).

## **5.4 DBA**

### **DBRE 9701 Research Foundations and Research Methodology**

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.

### **DBDW 9702 Doctoral Workshop: Research Focus**

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.

### **DBDI 9703 Dissertation**

The doctoral dissertation requires a doctoral research on a business-related topic chosen by the participant in consultation with the instructor. 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.

Please note: participants of the Chinese Business Program must choose a China-related topic.

## **Industry Focus Workshop**

### **DBSC9745 Strategy and Competition**

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**

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**

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**

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.

#### **DBEP9785 Economic Management and Public Policy**

The workshop would enable the participant to approach managerial decision problems using economic reasoning. The participant should have acquired a sufficient level of model-building skills to analyse microeconomic situations of relevance to managers. The emphasis is therefore on 'learning by doing' rather than reading and essay writing.

#### **DBMO9795 Managing International Organization**

This workshop aims to examine the role and function of manager in the global business activities for global business organizations. Specifically, learning will focus on multinational corporations (MNCs), advanced topics in dynamic business environment, international business management, diversified cultural background of MNCs, knowledge management, and CSR of MNCs.

#### **DBIE9805 Innovation and Entrepreneurship**

This workshop aims to examine the role and function of innovation and its strategic value to organizations. Specifically, learning will focus on the processes and determinants of the successful exploitation of innovation, describe a variety of creative styles and the principles of creative thinking, examine the impact of perception on thinking, concept development and innovative action, analyse the barriers to entrepreneurship development in individuals and organizations.

## 6. Requirements

### 6.1 Introduction

Participants who enroll at VU should do so with the realization that they are presumed to be serious in purpose and are expected to conduct themselves as good citizens of the school community. An effective guardianship of the health, general safety and welfare of all participants must be maintained. The final responsibility for the accomplishment of these purposes rests upon the administration and faculty of VU who may prescribe certain rules and enforcement procedures for guidance toward these ends. Information concerning such rules and additional procedures is contained in VU participant Handbook.

### 6.2 Faculty and Module Evaluations

VU is eager to encourage all parties to collaborate in the learning process. Therefore, both the participants' and the lecturers' feedback is taken very seriously. Evaluations will be discussed by the Executive Committee and they will consider the quality of the programs, lecturers, staff and services available to participants.

### 6.3 Settlement of Financial & Other Obligations

All financial obligations toward VU must be settled, all library materials returned (or suitable compensation paid for lost material) and all evaluations and forms completed at the conclusion of each module of the program before a participant can continue to the next module or be awarded a degree.

### 6.4 Behavior

Participants, staff and faculty at VU are expected to abide by the Code of Conduct. The Code of Conduct expresses the importance of honesty and respect shared by participants, staff and faculty. Participants, staff and faculty at VU agree to respect the property of the school and of others. Theft, vandalism and other forms of disrespect will not be tolerated. Participants, staff and faculty agree not to tolerate cheating by giving or taking improper academic aid. They agree not to plagiarize. Participants, staff and faculty agree that if they witness any violations of this Code, they will handle the situation with responsibility by either addressing the situation directly, or discussing it with a

person of authority. The school expects an atmosphere of trust, honesty and respect and each individual will live up to his or her highest personal standards.

The Code of Conduct is firmly observed throughout the program. Participants, staff and faculty at VU are expected to:

- be honest in work, action and speech;
- respect the privacy of others' feelings and property;
- be civil in words and deeds;
- respect the cultural differences of every individual;
- attend every class, appointment, or assigned commitment on time;
- extend courtesy to every individual;
- obey copyright law;
- endorse the Code of Conduct.

### 6.4.1 Complaint and Grievance Policies and Procedures

Most participants will complete their education at VU without feeling the need to register a complaint against a faculty or staff member. Nonetheless, participants who have formal complaints regarding the professional conduct of any member of VU's faculty or administration, or regarding the enforcement of and adherence to academic and participant policies and procedures, have the right to file grievances through the governance structure of VU. In the case of a grievance, the participant should first discuss the objection with the individual involved. If not satisfied, the participant should discuss the objection with the individual's supervisor and if still not satisfied the participant should submit a written complaint, including the outcome that they are seeking, to the Dean. VU has established procedures to respond to participant complaints in a fair and equitable manner.

When considering academic matters, if the Program Director and the Dean of the school find that a faculty member's disputed action conflicts with Swiss Law and/or regulations, the school's or the school's department policy, a decision will be made in the participant's favor. If the dispute is determined to be based upon a matter involving a faculty member's professional judgment, such as the evaluation of a test, or performance in a class, the participant is entitled to have, in turn, the Program Director and the Dean of the school form an opinion about the dispute and advise the lecturer. However, the

faculty member, after considering the advice of the administrators, shall retain complete academic freedom to change or to retain his/her judgment (see appendix IV).

#### **6.4.2 Council**

The Academic Council will evaluate the oral and written statements of the participant and the faculty member. If the Academic Council does not have at least one participant member, the Dean will be asked to appoint a participant representative to serve for each case. The Academic Council will then submit its recommendation to the Dean. The decision by the Dean is final.

#### **6.4.3 Grade Appeals**

If a participant believes that nonacademic criteria have been used in determining his or her grade in a course, he or she may follow the procedures described in this regulation. "Nonacademic criteria" means criteria not directly reflective of academic performance in the specified course. It includes discrimination on political grounds or for reasons of race, religion, gender, ethnic origin, or other equally irrelevant considerations.

Participants may send written appeals to the relevant Academic Council. Appeals to this committee shall be considered confidential unless both the complainant and the lecturer agree otherwise. The participant shall attempt to resolve the grievance with the lecturer within the first month of the following term.

If the grievance is not resolved to the participant's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Program Director, who shall attempt to adjudicate the case with the lecturer and the participant within two weeks. If the grievance still is not resolved to the participant's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Dean of the school who shall attempt to adjudicate the case with the lecturer, the Program Director and the participant within two weeks. The decision that is made by the Dean of the school is the final decision regarding the dispute.

These procedures are designed solely to determine whether nonacademic criteria have been used in assigning a grade and if so, to effect a change of that grade. A reminder: no punitive actions may be taken against the lecturer solely

based on these procedures. Neither the filing of charges nor the final disposition of the case shall, under any circumstances, become a part of the personnel file of the lecturer.

#### **6.4.4 Modification of Academic Action and/or Administrative Penalty**

Within ten (10) calendar days of receipt of the Program Director's letter, the participant may appeal the lecturer's determination of the academic action and/or the Program Director's administrative penalty. An appeal of the Program Director's administrative penalty shall be directed to the Dean of the school.

#### **6.4.5 Other Complaints**

If there are other kinds of complaints submitted by participants, the Program Director will discuss them with the Dean of the school to determine the organization of an appropriate committee to deal with the complaint.

#### **6.4.6 Plagiarism**

Plagiarism is copying another person's work without providing credit to the original source. Any information extracted from other sources (including oral communication, written texts, audiovisual and other technological resources such as CD-ROM or the Internet) without changing or with only minor changes, must be footnoted, giving credit to the source. If no source citation is provided, it is considered plagiarism.

#### **6.4.7 Cheating**

Cheating is considered getting help on an examination or assignment from a disallowed source. This includes using notes or outside sources of information during in-class examinations and assignments and copying or paraphrasing the work or ideas of another person (except for texts and notes associated with the course) without the permission of the lecturer.

Cheating includes voluntarily assisting in another participant's cheating. It may also include submitting the participant's own work from one class for credit in another without informing the lecturers and receiving their consent for the multiple submissions. Collaborating on an assignment when individual work has been required by a lecturer is also considered unacceptable academic behavior.

#### **6.4.8 Staff & Lecturers**

This General Directory will be distributed to each participant by VU staff during the orientation period. A signed copy of the Code of Conduct will be presented stating that the participant has read, understands and agrees to abide by the Code.

All lecturers are responsible for maintaining academic integrity in the learning and examination process. Lecturers will require Certificates of Originality for participants to sign when handing in exams, papers and other major assignments. Lecturers will give explicit instructions when giving assignments, designating them as individual vs. team assignments. Individual lecturers may invoke examination, assignment and course failure remedies.

All Code of Conduct violations are automatically referred by the lecturer with a recommendation to the Academic Standards Committee (ASC) for review and adjudication. This means that every faculty member will refer all violations and that all participant allegations will be presented to the ASC. The ASC may invoke suspension and dismissal remedies, as well as those remedies available to individual lecturers.

#### **6.4.9 Examination**

Communication with other persons (within the classroom or externally) through any medium (oral, written, or electronic) during examinations is explicitly prohibited. Questions about the examination may be asked directly to the lecturer or proctor.

The use of books, notes, computers, calculators, or dictionaries, are subject to the restrictions of individual lecturers and will be announced in advance of the examination. Use of restricted materials will result in disciplinary action.

A participant's use of the ideas or writings of another individual, whether in an examination, paper, or any written assignment and submitting such to a lecturer as his or her own work is considered plagiarism and is in direct violation of the Code of Conduct.

Leaving an examination room with exam materials while an exam is still in progress is prohibited. All examination materials are to be given to the lecturer or proctor immediately upon completion of the examination.

If a participant witnesses any of the above violations, the participant should act responsibly by addressing the situation directly, or by reporting the violation to the lecturer or to the administration.

#### **6.4.10 Consequences**

Any infringement on the Code of Conduct or violation of the Code of Conduct may result in any of the following:

- a lower examination and/or assignment grade or failure of examination/assignment;
- a lower course grade or failure of course;
- denial of Academic Honors;
- placement on academic and/or disciplinary probation;
- written reprimand in the participant's permanent record;
- suspension (participant is not allowed to enter VU or attend classes for a defined period of time);
- dismissal from the program.

#### **6.4.11 Disciplinary Probation**

Participants may be placed on disciplinary probation by VU for violation of the Code of Conduct. For the term of the probation, access to school privileges and services may be limited or denied.

## Faculty List

**M.S.S. El Namaki, PhD**  
Free University Brussels  
*Strategy and International Business*

**J.L. Juvet, PhD**  
University of Neuchâtel  
*Economics*

**X. Dai, PhD**  
Peking University  
*Economics*

**A.Th.M. Roelofsen, Drs.**  
University of Amsterdam  
*Marketing Communication*

**G. Ju, PhD**  
Peking University  
*Macroeconomics*

**D. Xu, PhD**  
Shanghai Jiaotong University  
*Management*

**L.A. Keow, PhD**  
University of Tokyo  
*Operation Management*

**B. Dunworth, MBA**  
University of Pennsylvania  
*Education*

**D. Hill, MA**  
University of Liverpool  
*Marketing Communication*

**P. Adkins, PhD**  
Harper Adams University College  
*Entrepreneurship & Marketing*

**M. Anderson, MBA**  
Heriot-Watt University  
*Organizational Behavior*

**M. Liou, PhD**  
Harvard University  
*Leadership Development*

**J. Fu, PhD**  
Cornell University  
*Management*

**Z. Dong, PhD**  
Nanyang Technological University  
*Economics*

**J. Ma, PhD**  
Duisburg University  
*Microeconomics*

**D.L. Trotter, PhD**  
University of South Carolina  
*Economics*

**A. Naciri, PhD**  
University of Laval  
*Accounting & Finance*

**R. Abd el Kader, PhD**  
Assiut University  
*Management*

**Y. Abe el Kader, PhD**  
University of Bahrain  
*Banking and Finance*

**J. Huxell, PhD**  
University of Cincinnati  
*Human Resources*

**P. Thaler, PhD**  
University of Zurich  
*Law*

**D. Maillat, PhD**  
University of Neuchâtel  
*Economics*

**M. Urbanski, JD**  
Cornell University  
*Law*

**R. de Werk, Drs.**  
Erasmus Universiteit Rotterdam  
*Marketing*

**Z.J. Xiao, PhD**  
Peking University  
*Economics*

**M. Winchester, PhD**  
University of South Australia  
*Management*

**E. Howell, MSc**  
University of Birmingham  
*Information Technology*

**L. Liat, MBA**

IMD Lausanne  
*Management*

**J. Nilsen, PhD**

Princeton University  
*Computer Science*

**S. Till, PhD**

Cambridge University  
*Tourism Management*

**K. Jin, PhD**

Harvard University  
*Finance*

**R. Luo, PhD**

London University  
*Logistics*

**B. Marlinda, EdD**

George Washington University  
*Management*

**H. Zheng, PhD**

Imperial College London  
*Project Management*

**C. Alan, PhD**

Heriot-Watt University  
*Law*

## Academic Council

**M.S.S. El Namaki, PhD** (Free University Brussels)

**J.L. Juvet, PhD** (University of Neuchâtel)

**L.A. Keow, PhD** (University of Tokyo)

**X. Dai, PhD** (Peking University)

**A.Th.M. Roelofsen, Drs.** (University of Amsterdam)

**G. Ju, PhD** (Peking University)

**D. Xu, PhD** (Jiaotong University)

**R. Lazenby, MPhil** (Cranfield School of Management)

**D. Shaw, PhD** (Purdue University)

Others to be nominated according to need.

Tasks and responsibilities of the Academic Council

The Academic Council sets standards for academic performance and operations within VU and monitors their fulfillment. 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.

## Contact

### **VU School of Management**

Avenue de la Gare 2  
2000 Neuchâtel, Switzerland  
Telephone: +41 32 721 0066  
www.vubs.ch  
info@vubs.ch

### **VU School of Management Asia Regional Office**

U-Space, Tower A, Office 1708  
8 Guangqumenwai Street, Chaoyang  
District Beijing 100022  
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Telephone: +86 10 5861 3598

### **VU School of Management Middle East Regional Office**

P.O. Box 122097  
Dubai  
United Arab Emirates  
Telephone: +97 150 508 7490

## Appendices

### Appendix I: Academic Honesty Contract

VU expects an atmosphere of trust, honesty and respect and the school assumes that each individual will live up to his or her highest personal standards as well as those of the community.

I agree to respect the property of my school and of others. I agree not to tolerate theft, vandalism and other such forms of disrespect. I agree not to tolerate cheating by giving or taking improper academic aid and not to plagiarize. I also agree that if I witness any infringements of this code, I will handle the situation with responsibility by either addressing the situation directly, or discussing it with a person of authority.

Furthermore, I agree that I will consult with a lecturer or other person of authority when policies toward academic assistance are unclear.

I have read, understood and agree to abide by the above statement of the Code of Conduct as stated in the General Directory.

Sign: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

## Appendix II: Information Technology Policy

The school's IT infrastructure provides rich learning resources that many parties can depend upon. IT resources are expected to be used carefully. VU asks every participant to read, sign and adhere to this IT Policy. Please note that any willful violations of this policy may lead to the immediate termination of the participants' IT privileges and/or other academic or legal sanctions.

I understand that, for the purposes of performing academic work and pursuing my education at VU, I am provided access to computers, computer networks, data and other technological and information resources. I agree to use these resources in an ethical manner and to adhere to high moral, legal and professional standards concerning their use.

I understand that the use of VU telephones is restricted to official school business and necessary telephone calls. Use of the staff phones is only permitted with a staff member's approval. The use of cell phones during class for talking, text messaging or recording is expressly forbidden.

I will not impersonate other individuals or misrepresent myself in any way when using VU technological resources. I will not attempt to access password-protected systems for which I do not have an assigned password. I will not share my passwords with others. I understand that I am responsible for all actions performed on my account and will take the precautions necessary to prevent its unauthorized use.

I will not attempt to access data or records of a personal or confidential nature unless authorized to do so. I acknowledge it is improper to destroy, alter, disclose, or distribute information or programs that belong to others without proper permission. I will not connect unauthorized equipment to or interfere with VU's information technology facilities or equipment.

I understand that classroom discussions are confidential. I will not record individuals and faculty in or out of the classroom without their express written consent. I promise to uphold the integrity of the faculty's intellectual property and will not distribute or aid in the distribution of materials to outside entities. I will respect the privacy rights of others. I will not disclose confidential information without the permission of the owner and I will use any data, which I receive for legitimate academic and administrative purposes only.

I understand that any communications I send by wire or electronic means are private and are protected by law from illegal interception. I will not access electronic files or intercept network communications at VU or elsewhere without the appropriate authorization. I understand that doing so is a violation of VU's policy and may result in criminal penalties.

I will not use computers, computer networks, data and other VU technological and information resources to threaten, defame, harass, offend, review, or transmit obscene materials, or otherwise cause harm or damage to another person, institution, or company.

I understand that communications sent or received using VU's email system, are subject to review and that faculty and staff may subscribe to participant email lists. All communications within VU are to reflect mutual respect, civility and other moral standards and that the use of obscene or intolerant language and the use of similarly offensive graphic or video images, clearly violate these standards and are considered inappropriate for electronic and all other forms of the school's discourse. Using any of the information technology resources for unethical purposes is unacceptable and could result in the immediate termination of my IT privileges and/or other legal sanctions.

I have read, understand and agree to abide by the above statement of VU Information Technology Policy.

Sign: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

### **Appendix III: Certificate of Originality**

I certify that this paper is my own work and my signature below is proof that I have read and understand the following statements about properly attributing the work of others.

When I copy a phrase, sentence, or paragraph of others' work, it is set apart from the rest of the paper by, for example, quotation marks, italics, or an indented paragraph.

When I paraphrase the ideas or words of others, it is attributed by footnote or endnote (see below).

When I either copy or paraphrase the work of others, I have footnoted and properly cited the original work. I understand that the requirements for the style of the footnote (or endnote) are determined by individual professors and that each note contains the author's name, the name of the work cited, the location of the quotation within the work and the publication date and source (e.g. book, journal, newspaper, web site).

The cited work appears in a bibliography.

In case of any doubt about attribution, I am aware that I can use Google or other widely available tools and reference materials to check the originality of words, phrases, or longer sections. I am also aware that the professor can and will use these same tools should they be in any doubt about any part of the paper not being clearly attributed to others.

Sign: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

## **Appendix IV: Academic Appeals Procedure**

A participant who, after conferring with his or her advisor and the Registrar, feels that he or she has been unjustifiably placed on probation or suspension, or that his or her circumstances have changed such that an appeal of a prior SAP determination is appropriate, may appeal for a change of status by written petition to the Dean of the school within which that participant's academic program is defined. A participant that makes an appeal will be considered to be on probation and making SAP during the period in which the appeal is under consideration.

Petitions must be submitted to the Registrar's Office prior to the end of the next quarter term. The appeal will be reviewed by the Registrar and the decision will be transmitted to the Academic Council. The Academic Council will make the final determination and transmit that determination in writing to the participant. If an appeal is granted based on mitigating circumstances, the determination will state the period by which the participant must meet the numeric SAP standards.

### **1. Procedures for Disposition of Cases of Academic Dishonesty**

The principle of honesty must be upheld if the integrity of scholarship is to be maintained by the academic community.

#### **2. The Initial Phase**

When a lecturer has reason to believe that a participant has committed a dishonest act in completing an assignment, he or she should proceed in one of two ways:

- call the participant to a meeting to discuss the charges, the evidence and the proposed academic consequence;
- meet with the participant and the appropriate Program Director together to present the evidence and to discuss the charges and the proposed academic consequence and administrative remedy.

Following these steps, the lecturer will confer with the Program Director to decide whether to proceed with the charge. The lecturer may drop the charge, but the Program Director may not dismiss the charge without the lecturer's consent. If the decision is to proceed, the participant shall be notified of the charges in writing by the Dean of the school and informed of the procedures for processing cases of academic dishonesty under VU Policy on Integrity.

The participant shall have ten (10) calendar days following notification by the Dean of the school to decide whether:

- to accept the charge of academic dishonesty and the proposed academic consequences and administrative penalties;
- to deny the charge of dishonesty and to proceed to a formal hearing;
- to accept the charge of dishonesty but to appeal the proposed actions.

Unless the participant informs the Program Director and the lecturer otherwise within this ten-calendar-day period, he or she shall be presumed to have accepted both responsibility and consequences. If the participant accepts the charge, a record of the academic consequences and administrative penalties imposed shall be maintained in the office of the appropriate Program Director. A copy of the final disposition of the case shall be sent to the Chair of the department in which the violation occurred.

#### **3. The Hearing Phase**

If the participant denies having committed the alleged act of academic dishonesty, he or she must submit a written request for a formal hearing to the appropriate Program Director within ten (10) calendar days of being notified of the charges. The Program Director shall refer the case to the participant Services Director who, within thirty (30) calendar days, will schedule a formal hearing of the case by the Academic Council Hearing Board ("hearing board"). The participant Services Director will provide at least ten (10) days notice to the participant and the lecturer regarding the time and location of the hearing. The Director will also be available to advise the lecturer of the procedures and options for presentation of the case.

The hearing board shall be composed of three faculty members appointed by the Academic Council and one graduate or undergraduate participant appointed by the Dean of the school. The Program Director shall serve as the Presiding Officer. Members shall normally serve a two-year term. The Presiding Officer shall conduct the hearing and advise the hearing board on procedure but shall not vote. The hearing board shall be governed by the general VU rules of procedural due process.

The hearing board shall hold a formal hearing and decide on the basis of a preponderance of the evidence whether the participant did engage in academic dishonesty. In cases where the hearing board deems that expert advice is essential to a judgment on the merits of the case, such as suspected dishonesty in research, the hearing board may appoint an ad hoc committee to advise it. The ad hoc committee shall consist of three faculty members with knowledge of the field in question. The members of the ad hoc committee shall be present at the hearing and shall advise the hearing board during the board's deliberations. The final judgment in the case shall rest with the hearing board. Within five (5) calendar days from the date the hearing is completed, the Presiding Officer shall forward the hearing board's findings with explanations to the appropriate Program Director, with copies to the lecturer and the accused participant.

Within five (5) calendar days after receipt of the notice of the hearing board's final judgment in the case, the Program Director shall inform the participant in writing of the findings of the committee and, if academic dishonesty is upheld, the administrative penalties to be imposed.

If the hearing board finds the evidence insufficient to sustain the charge of academic dishonesty, the Program Director and the lecturer shall dismiss the matter without further action against the participant, who shall be permitted to complete the course without prejudice or withdraw from it. If the participant withdraws from the course, the course itself shall not be listed on his or her transcript.

#### **4. The Appeals Phase**

If the hearing board sustains the charge of academic dishonesty, a participant may appeal that judgment in writing to the Dean of the school within fifteen (15) calendar days from the date of the notice. The basis for appeal of the hearing board's judgment shall be:

- that the standards of procedural fairness were violated (e.g., that the participant did not have sufficient opportunity to present his or her side of the case) or
- that there exists newly discovered important evidence that has substantial bearing on the findings of the hearing board. If the appeal is sustained, the case shall be referred back to the hearing board for a new hearing. Except for such appeals, the judgment of the hearing board shall be final.

## Appendix V: Schengen Immigration Procedure

The following information is provided by the Swiss Confederation to assist international participants.

Switzerland joined the Schengen Area on December 12, 2008. For that reason, all foreign nationals with a valid Schengen Visa are allowed to enter Switzerland. The Swiss visa desks at the country's embassies or consulates abroad can only accept applications from persons whose main destination is Switzerland.

As a general rule, the applicant must appear in person to submit a visa request. Please consult the information below to find out which visa desk is responsible for your place of residence and whether you may apply by mail.

### Who needs a visa?

All persons who intend to stay in Switzerland for more than three consecutive months will need authorization from the cantonal authorities and a visa from the responsible Swiss visa desk. The same rule applies for all persons who intend to engage in gainful activity in Switzerland. Special regulations apply for the citizens of EU/EFTA member countries.

If you are planning a journey to Switzerland, expecting a visit from abroad or would like to invite visitors from abroad to Switzerland, the following information could be of help:

[http://www.bfm.admin.ch/bfm/en/home/themen/einreise/merkblatt\\_einreise.html](http://www.bfm.admin.ch/bfm/en/home/themen/einreise/merkblatt_einreise.html);

[http://www.bfm.admin.ch/etc/medialib/data/migration/einreise/merkblatt\\_einreise.Par.0004.File.tmp/200904-merkblatt-e.pdf](http://www.bfm.admin.ch/etc/medialib/data/migration/einreise/merkblatt_einreise.Par.0004.File.tmp/200904-merkblatt-e.pdf);

<http://www.bfm.admin.ch/bfm/en/home/themen/einreise/visumantragsformular.htm>.

### Processing Time

The time needed for a visa request to be processed may vary from case to case. It is therefore strongly recommended to take the necessary steps well in advance, so that the visa can be issued in the time required.

1. Short stay visas (tourists, visitors and business): complete applications are in general processed within 10 days.
2. Long stay visas (work, study, residence) initiated at the visa desk abroad: at least 8 to 10 weeks.
3. Visa for persons who have already received an authorization from a Swiss cantonal authority (initiated by the employer in Switzerland): 1 week.

### Visa Fee

The equivalent of US\$ 82.00 must be paid in cash or money order (made out to the competent Consulate or the Swiss Embassy) when submitting the application. If the application is made by mail, a money order is required. The fee will not be refunded if the visa is denied or the application withdrawn.

An additional postage fee of US\$ 5.50 is required for a long stay visa application (work, participant, residence), which has to be submitted to the responsible authorities in Switzerland. All major credit cards accepted (except American Express).

The following are exempt from the visa fee:

- children under six years of age;
- spouses and children of Swiss and EU/EFTA nationals;
- CERN and UN personnel;
- participants who study in Switzerland for only up to 90 days.

Please note that the list above is not exhaustive, so if you are unsure as to whether you have to submit payment, contact the Swiss representation competent for your state of residence.

**Photo requirements**

Please click on the following link to obtain the photo requirements.

[http://www.eda.admin.ch/etc/medialib/downloads/edactr/usa/embwas/WASCOA.Par.0046.File.tmp/Schengen\\_Photo%20requirements.pdf](http://www.eda.admin.ch/etc/medialib/downloads/edactr/usa/embwas/WASCOA.Par.0046.File.tmp/Schengen_Photo%20requirements.pdf)

**Participant Visa**

Please click on the following link to obtain the requirements.

[http://www.eda.admin.ch/etc/medialib/downloads/edactr/usa/embwas/WASCOA.Par.0052.File.tmp/Web\\_participant\\_template.pdf](http://www.eda.admin.ch/etc/medialib/downloads/edactr/usa/embwas/WASCOA.Par.0052.File.tmp/Web_participant_template.pdf)

## **Appendix VI: Brief introduction to living in Switzerland**

### **Currency**

The currency used in Switzerland is the Swiss Franc (CHF), which is unique to Switzerland and Liechtenstein. Usually, in bigger cities or large international stores, Euros are accepted too. However, the change will be returned in CHF. Credit cards are accepted in most shops and restaurants.

### **Cost of Living**

The cost of life in Switzerland is similar to that of big European cities. In most areas of Switzerland, cost of life is cheaper than Paris or London, although some items, such as food, are on average more expensive than elsewhere in Europe. For an estimate, depending on the exact location of the stay and on the entity of personal demands, living in Switzerland entails a monthly expense comprised between CHF 1,500 and 2,500 (this budget calculation for students considers housing, health insurance, food, daily transportation, small daily expenses and educational material).

### **Housing**

In some cases and depending on the terms of their agreements with VU, international students will be offered accommodation opportunities. Participants can also find his/her own accommodation. The most common solution for international students or researchers is to rent an apartment or a house, or a room in students' residences.

### **Health Insurance**

Switzerland has a compulsory health insurance system that guarantees access to a range of quality medical care services and appropriate medical treatment to all people living in Switzerland. Every person living in Switzerland for more than three months, including international students, must have basic health insurance coverage. Students from countries that provide international health coverage may be exempted from the compulsory health insurance. Other students may be exempted if they have equivalent health insurance coverage in their home country.

### **Third-party Liability Insurance**

Although it is not compulsory, third party liability insurance may prove useful during your stay in Switzerland. This is a kind of insurance that covers insured persons against any claims for damages made by third parties based on legal provisions governing third-party liability (material damage and/or personal injury).

## Disclaimer

This catalog represents a program of curricular plans, policies and requirements, which may be altered from time to time. The provisions of this catalog and the various campus addenda do not constitute an irrevocable contract between VU and its participants.

Nevertheless, this catalog serves as an official document of the school. It provides information about policies, procedures and regulations for the degree programs at VU in effect when the catalog went to press. It also contains information concerning admissions; academic regulations, requirements and offerings; services available to participants; and a list of administrative officers and faculty of the school.

The course offerings and requirements of VU are continually under examination and subject to revision. This catalog presents the offerings and requirements in effect at the time of publication. It is the responsibility of the participant to be aware of the information in this catalog and to keep informed of additions and/or corrections when they are deemed necessary by the school.

All changes are effective when the proper institutional authorities so determine and may apply not only to prospective participants but also to those who are already admitted to degree programs. Regular catalog updates are posted and made to the electronic version on the school's web site: [www.vu.ch](http://www.vu.ch). Participants are encouraged to check the web site routinely for new or supplemental information.

Participants should contact their academic advisors, faculty advisor/mentors, or lecturers for clarification of specific academic program requirements.

Although they are included in all school syllabi for the relevant courses, the course descriptions provided in this catalog may occasionally differ from actual content. This is due to advancements in the discipline, interests of individual professors, or decisions to change the scope of the course. Thus, the descriptions that follow do not constitute a contractual obligation. Participants should consult academic advisors and refer to the class schedule and appropriate syllabi for the offerings in any given academic session.

Compliance with the applicable policies, procedures and regulations is the responsibility of each participant. In addition, each participant is expected to read this catalog carefully and to be aware of any additional program procedures or requirements that may apply to the appropriate program of study. The school reserves the right to ask a participant to withdraw for cause at any time.

The school does not discriminate on the basis of race, color, national origin, gender, immigration status, sexual orientation, political view, age, religion, disability, status as a veteran or any other personal delimitation or ascribed attribute in any of its policies, practices, or procedures. This includes but is not limited to admissions, employment, financial assistance and educational services.

VU was established in full agreement with the Laws of the Swiss Confederation.