

The University of Antwerp Management School
Antwerp, the cradle of business schools

Master of Business Administration

"The primary purpose of an MBA is to provide theoretical and practical training in general or senior functional management." (Financial Times; ft.com>Embark, 22 November 2001)

"The MBA is a post-experience degree seen as a career accelerator or a means to make a career shift after a minimum of 2 or 3 years' professional experience." (EQUAL – efm – European Foundation for Management Development)

The MBA at UAMS combines a sound theoretical base with a genuine orientation towards the practice of management through casework, teambuilding and in-company consulting projects. The focus is on general management, strategy, vision and commitment. Our students come to us as strong team players and leave as the socially responsible business leaders and entrepreneurs of tomorrow.

The University of Antwerp Management School

Join the Pioneers

Probably the longest tradition of university-level business education in the world.

Antwerp's tradition of management education at university level dates back to 1852. 150 years of pioneering, innovation and experience have thus ensured that UAMS' management training is firmly anchored in the local and regional business community. Through its international MBA programme the School now wishes to share its experience, tradition and competence with the global business community.

We care. The MBA at UAMS is a high-value, intensive one-year programme, based on a unique multi-service concept. Training in management is combined with the strengthening of social and communication skills, and a wide range of career development services is available. The small class size is representative of the school's individualised approach. *That is our commitment.*

Become part of the experience by joining the MBA team and matching our commitment. Participation in the programme requires strong motivation, hard work, and social and entrepreneurial skills. The MBA experience is not constructed for you: we build that experience together. *Let that be your commitment.*

I am. U AMS. We are.

Responding to Change

Management in the New Millennium

We live in a world of constant change. The speed at which innovation and the process of globalisation take place, coupled with the impact of information and communication technology on the workplace mean that, first and foremost, the manager in the new millennium is required to play a dynamic role as an agent of change. Thanks to the on-going and clearly focused training which UAMS provides, managers can complement their basic training or perfect their knowledge and skills acquired on the job, thus ensuring that a high-level of managerial competence is maintained.

The knowledge required to perform effectively is changing almost daily, making it all the more important for managers to focus on 'who' they are as well as on 'what' they know. As every company or public institution is increasingly a learning organisation, excellent interpersonal skills are essential when communicating, motivating, delegating, negotiating, team-working, and decision-making.

Local markets are becoming world markets; organisations are merging across borders; in every market, products and services are facing global competition. As a result of globalisation, managers need to be internationally oriented. Even within their own organisations, managers increasingly have to face up to the need for flexible cross-cultural interaction. As *the global village* becomes a reality, the domain in which the manager works extends to encompass the entire world.

In its training programmes, UAMS starts from the conviction that the interests of everyone who is involved in an organisation – such as employees, clients, shareholders and suppliers – should be given equal consideration. The school stimulates respect for all, regardless of gender, age or ethnic background, and believes in a management which is not only interested in maximising the output of its employees, but also in promoting their participation in the organisation and their job satisfaction, and in optimising their potential.

PATRICK DE PELSMACKER

Dean of the University of Antwerp Management School

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MESSAGE FROM THE DIRECTOR OF THE MBA PROGRAMME

Saevís tranquillus in úndis

Dear Candidate,

Choosing the right investment may be a challenge. However, investing in yourself and making the right decision as to how best to do this will probably be the most difficult, and at the same time the most rewarding, challenge in your entire career. An MBA is certainly demanding, but choosing the programme that best suits your needs will mark a turning point in your career.

At UAMS, we believe that the next generation's business leaders will excel as responsible team players with strong leadership and communication skills. They will understand and appreciate the broader economic, political and social context of global business, and benefit from in-depth knowledge of essential management functions, integrating these into a strategic vision well suited to a complex environment.

If you are ready for a challenge and want to confront complexity whilst developing your management skills in strategic choices and entrepreneurship, you may be ready for the MBA at UAMS.

We offer an intensive one-year programme emphasising complexity and strategy. The programme is unique in that it focuses on the complex nature of the strategic challenge, which confronts businesses in today's global economy.

Making this journey will turn out to be a great investment.

Frank Bostyn
Director MBA

THE MBA CURRICULUM

Adde parum parvo, magnus acervus erit

The MBA at UAMS is characterised by its emphasis on complexity, strategy, entrepreneurship and challenge, and by its individualised approach focusing on social skills, team building, interactivity and social responsibility.

At UAMS we do not lecture but coach you. We facilitate your learning experience. From day one, you will be part of the MBA team yourself. Your commitment and ours will guide you along a learning and experience curve, strengthening your management skills through analysis, teamwork, leadership and responsibility.

This curve is intersected by various themes, each of which add strength and value to an integrated and result-orientated approach to management and business leadership.

Global Overview

Pre-programme Learning	Quantitative Methods
	Economics
	Computer Skills
	English
Dealing with Complexity	
Mastering Problem-Solving and Decision-Making	Management Decision Methods
	Statistical Methods for Business
	Managerial Economics
	Information Management
	Management of People at Work
	Financial Accounting
Strengthening Management and Communication Skills	Leadership and Teambuilding (workshop)
	Negotiations (workshop)
	Managerial and Inter-cultural Communication (workshop)
	Career Management and Professional Development (workshop)
Business Processes and Management Functions	Management Accounting & Control
	Marketing Management & Research
	Corporate Finance
	Operations Management

Integration, Globalisation and Innovation	Competitive Analysis and Strategy
	Global Strategic Management
	Strategy Implementation & Change Management
	Global Financial Management
	Innovation and Value Chain Management
	Elective 1: <i>Business in the EU or: Global Business Environment</i>
Elective 2: <i>e-Business or: Entrepreneurship and Creativity</i>	
Achieving Results	Strategy Project

Pre-programme Learning

Quantitative Methods

is a refresher course providing a comprehensive discussion of selected topics in finite mathematics, calculus and basic statistics, related to various types of economic and business problems and analysis.

Economics

develops a better understanding of the complex market environment and dynamics in which the firm operates, and of the main features of the macroeconomic environment.

Computer Skills

requires students not sufficiently familiar with the use of word processing and spreadsheets to attend specially designed training sessions.

English

requires students not sufficiently proficient in English to take separate English language courses.

Core Programme

A. Dealing with Complexity

"This is a romantic and liberating message. It is one fragment of an architectural investigation into the conditions of the world in which we live. If we can define our world as a modern one, and modernity as a consciousness of this world, which is characterized by continual technological change – a dynamic system of production and consumption that creates a profound instability in everything from social conditions to the physical environment – then that consciousness must continually wrestle with defining itself. It will always represent the conditions on which it reflects or that it knows, while attempting to create reactions or escapes."

Aaron Betsky, *Violated Perfection.*, New York, 1990: 11-12

The introductory module to the MBA focuses on the nature and challenges of complexity. The current business environment is characterised by uncertainty fuelled by rapid and continual change. The consequences of unpredictability and limited control have rendered more traditional approaches to management obsolete. New ways of dealing with change, complexity and management are introduced, borrowing from, for example, the chaos and complexity theories.

There are two focal themes: organisational design and organisational decision-making. These feature topics such as organisational structures and processes; organisational culture; the interaction between a firm and its environment; and power in organisations. Special attention will be paid to the challenges and choices involved in managerial decision-making. How do managers make decisions when faced with uncertainty and risk? What kind of information should be collected? How are these data processed? What factors influence decision-making? To what extent does individual decision-making differ from group decision-making?

The introductory module reveals how the MBA programme will develop, taking first an analytical turn with the study of "Problem-Solving and Decision-Making" and "Business Processes and Management Functions", then focusing on integrative modules, namely "Integration, Globalisation, and Innovation" and "Achieving Results", before returning to the challenges of complexity.

B. Mastering Problem-Solving and Decision-Making

"He could have learnt English, French, Portuguese, Latin, without much effort. But I guess that he was not capable of thinking. To think is to forget differences, to generalize, to abstract. In the packed world of Funes however, there were only details changing almost from moment to moment."

Jorge Luis Borges, *The Unrelenting Memory of Funes*

Dealing with information, making a sound analysis of it, and reaching practical conclusions for effective management, requires intelligence and a number of strong skills. The second module focuses on acquiring and strengthening these skills through the systematic study, application and integration of the information-gathering process: the techniques, methods and approaches involved, and the selecting, screening, managing, analysing, sharing and communicating of this information in an organisational context.

The approach is systematic, but functional, managerial and organisational references provide the corresponding link between:

- 1. Management Decision Methods**
provides a general framework for decision-making based on quantitative methods
- 2. Statistical Methods for Business**
is a hands-on course on the statistical tools most often used by managers to analyse situations and options and to underpin their decision-making
- 3. Managerial Economics**
analyses the business environment and management decisions from a microeconomic perspective
- 4. Information Management**
explores the broad range of internal consequences for doing business in an era of advanced ICT
- 5. Management of People at Work**
investigates the impact of individuals, groups and structures on behaviour within organisations from a Human Resources Management perspective and is designed to improve an organisation's effectiveness
- 6. Financial Accounting**
develops an understanding of the basic concepts, standards and practices of financial reporting, and of basic financial statements analysis

C. Strengthening Management and Communication Skills

"Du choc des sentiments et des opinions. La vérité s'élançe et jaillit en rayons."

C.P. Colardeau, Sec. Nuit d'Young

- 1. Leadership and Teambuilding (workshop)**
enhances participants' ability to co-operate effectively and responsibly within a small group environment, to develop adequate and effective communication skills, and to strengthen socially responsible leadership skills.
- 2. Negotiations (workshop)**
introduces students to several types of negotiation settings and aims at developing managerial negotiation skills.
- 3. Managerial and Inter-cultural Communication (workshop)**
offers specific concepts and skills especially relevant in a cross-cultural context, the focus being on an active and hands-on approach.
- 4. Career Management and Professional Development (workshop)**
a practical and skill-based workshop, which provides students with the know-how and skills necessary for successful job search and career planning.

D. Business Processes and Management Functions

"Boni pastoris est tondere pecus, non deglubere."

Suetonius, Vita Tiberii, 32

1. Management Accounting & Control

management can never be effective without an appropriate approach to management control; the core of any control system is performance measurement.

2. Marketing Management & Research

consists of two main parts: marketing management, which covers decision-making during the product marketing process; and marketing research, which focuses on the collection and analysis of information needed to support marketing decisions.

3. Corporate Finance

focuses on how a company can create and maintain value by making appropriate investment and financing decisions; students will acquire a framework, concepts and tools for analysing financial decisions.

4. Operations Management

develops an understanding of business processes and focuses on three major management challenges: [a] efficiency, [b] quality, and [c] optimal linking with outside parties.

E. Integration, Globalisation and Innovation

"Das Wahre ist das Ganze."

Georg W.F. Hegel, Phänomenologie des Geistes

1. Competitive Analysis and Strategy

focuses on strategic analysis, decision-making and planning; the central themes are sustainable competitive advantage, competencies and shareholder value.

2. Global Strategic Management

deals with the challenges of global strategic management or, in other words, with how multinational corporations create competitive advantage in a global environment.

3. Strategy Implementation & Change Management

complements the other strategy courses in scope and focus, but emphasises strategy implementation, performance measurement and the stimulation, creation and exploitation of change.

4. Global Financial Management

develops an understanding of the major implications of internationalisation and globalisation for a corporation's finance function and discusses how these challenges can be dealt with.

5. Innovation and Value Chain Management

elaborates on the strategic aspects of operations management and on the impact of innovation, imitation and technology on the industry value chain and the business processes of the firm.

6. Electives:

Elective 1

Business in the EU

looks at how global business is increasingly determined by economic regions, amongst which the European union (EU) is one of the oldest, largest and most successful examples of economic integration.

Global Business Environment

develops a general framework for analysing the international business and politico-economic environment, which is characterised by globalisation and cultural plurality.

Elective 2

e-Business

provides an understanding of how emerging Web-based technology can change and support business activities.

Entrepreneurship and Creativity

contains a toolbox of creativity techniques that managers can use to promote innovative thinking and entrepreneurial behaviour and to stimulate innovation in an organisation.

F. Achieving Results

"Der Worte sind genug gewechselt, lasst mich auch endlich Taten sehn!"

J.W. von Goethe, Faust I

Our integrative approach culminates in a real-life Strategy Project, extending the learning experience to the practice of management. Teams will be assigned a real-life business project, the overall objective of which is to develop and strengthen skills, and to acquire experience in the following:

- identifying and framing unstructured business problems,
- identifying the central issues and selecting the most appropriate tools and concepts to analyse and solve the business problem,
- developing proposals for effective problem-solving
- reporting and advising on the proposed solution and implementation strategy.

The Strategy Project is essentially a strategic audit coupled with a specific issue introduced by the management of the company. During the analysis phase, the external (industry analysis) and the internal (company analysis) environment is screened, with the objective of identifying and formulating the various strategic options.

Using this analysis, the current strategy is evaluated and alternatives are assessed. Within this context, an issue analysis is made and advice regarding effective management solutions formulated. The ultimate objective of the project is to deliver practical conclusions and advice, adding real value to the company concerned.

The teams will therefore be required to:

- gain insight into the most important factors determining the strategy formation process;
- clarify the interrelations between the diverse functional domains of management;
- apply the techniques and frameworks of strategy analysis in a concrete situation;
- implement decision-making tools and techniques;
- integrate the various aspects of the analysis into a coherent approach and vision;
- use effective communication tools to present the results and convince the client.

Companies sponsoring participants are encouraged to propose their own strategy projects. UAMS not only aims to assist individual managers, but also wishes to contribute directly to the management potential of companies and organisations by co-operating in the solution of particular management challenges. Companies and organisations wishing to obtain further information are invited to contact the MBA Director (e-mail: frank.bostyn@ua.ac.be).

THE PHILOSOPHY AND METHOD OF THE MBA AT UAMS

Tertium comparationis

The important changes in the environment and nature of management challenges today and in the future require a profound overhaul of the traditional approach to management learning. The MBA at UAMS is especially designed taking into account this challenge and is based on:

- A clear vision on the future requirements of the management profession.
- The need for creativity and innovation in problem-identification and problem-solving.
- The absolute requirement of an international perspective.
- The principle of partnership in management learning.

A Changing Management Profession

From hierarchy and centralism to networks

In a world of rapid change, complexity, globalisation and need for innovation, hierarchical structures tend to be outperformed by more decentralised, flat organisational structures. Hence, networks are replacing centralised and hierarchical decision-making units both in and amongst organisations. An immediate result is the increasing importance of communication, co-ordination and teamwork at all levels of the organisation. Rather than relying on overspecialisation, companies need committed people with general management skills at all levels and in all functions of the organisation.

Increasingly less formalistic management

At a time when the emerging challenges of a complex business environment make traditional approaches to the management cycle less suitable, the typical challenges and dilemmas facing the general manager become increasingly clear:

- agenda-setting: deciding what needs to be done against a background of uncertainty, great diversity and an enormous amount of potentially relevant information;
- network development and using the network to get things done: getting things done with the assistance of a large and diverse group of people despite having little direct control.

Agenda-setting becomes a looser whole of objectives and plans; it also becomes more flexible (emerging agenda) and is increasingly based on vision and integrative power. As a result, autonomy in thinking, analysing, decision-making and implementing gains in importance.

The information society accelerates, strengthens, and broadens these tendencies. Consequently the success of the organisation and the network of organisations will increasingly depend upon a) communication, coordination and socialisation; b) the autonomy of individuals as thinking, social beings and c) in view of the complexity and diversity of the information society, the extent to which and the way in which the organisation can deal with pluralism.

The MBA programme as facilitator of learning processes

Traditional MBA programmes still tend to focus on a formalistic and function-oriented model of management and undervalue the importance of integrated process approaches. There is also an inclination to overemphasise the acquisition of knowledge and to neglect the importance of the autonomous individual as a thinking and acting being. Such a philosophy implies the domination of a teaching culture, whereas what is in fact needed is a culture that aims at autonomy through facilitating learning processes.

The MBA at UAMS focuses also on these other aspects of the learning process:

- acquisition of knowledge, complemented with development of skills
- enhancement of problem-identification and problem-solving skills through the integration of functional analytical skills via a process approach to management
- teamwork, social skills, social responsibility and entrepreneurship.

Creativity, innovation, problem identification and problem-solving

The MBA programme at UAMS is future-oriented in that it aims to prepare students for autonomy and pro-activity in an ever-changing and complex environment. To this end managers need to generate insight and vision, remain focused on objectives, and dare to take decisions and initiatives and to implement innovations. The MBA programme therefore focuses on policy, decision-making and the role of the manager, emphasising creativity and innovation. Being able to use the knowledge, know-how and competencies spread across the organisation is the true challenge facing a manager in a learning organisation.

International perspective

The business world must be viewed within the international, politico-economic context in which it exists. That is why particular attention is paid to the importance and impact of the globalisation of the economy. In view of the leading role of the European economy in the world, the strong dynamism that it increasingly projects as a result of growing integration, and the importance of the European business context to a large number of students, the European dimension assumes a privileged position in the programme's global perspective.

GREAT VALUE

Verbatim et literatim

Optimising your time + accelerating your return + showing the market your potential

There are manifold advantages to an intensive one-year MBA, but the main ones are [a] the lower opportunity cost and [b] the demanding nature of the course.

The most important part of the investment you make when studying for an MBA, is not the actual cost but the opportunity cost of the loss of income during the period of study. If you enrol for a one-year MBA, you can already benefit from the advantages of your degree one year earlier and accelerate your career even faster.

Of course, the one-year programme will be more intensive and more demanding. If you meet the challenge, however, you will have another advantage. The market values one-year MBA programmes because they mark participants as achievers and challengers.

Hence, optimise your time, accelerate your return, and show the market your potential!

STUDY ENVIRONMENT

Usquam terrarum

Location

The University of Antwerp Management School is located in the historical centre of the city of Antwerp. In 2000 and after an award-winning renovation, a splendid 15th century mansion, called Het Brantijser, became the new home of the management school. Other university campuses are within walking distance. The School is easily reachable by public transport.

Library services

An online research library provides access to more than 4000 journals and electronic databases. Business students are allowed to use the Central library of the University of Antwerp, all libraries on the different campuses and all the specialised documentation centres of the university. The University of Antwerp is recognised as a European Documentation Centre and is depository library for publications by the World Bank and by the Asian Development Bank. Additionally, international newspapers are provided on a daily basis. Through an extensive network including other schools and universities, students have access to a vast number of publications in any field of science.

Computing services & technology

The University of Antwerp Management School puts extensive technological resources at the disposal of business students. The emphasis on internet connectivity as the 'window to the world' is clearly reflected in the programme content and teaching methods. Students will implement business technology on a regular basis, including free and unlimited web access. The School's extensive campus network enables students to download course materials and assignments from the university's intranet. Several computer labs on campus are available to students, comprising hundreds of networked computers, laser printers and multimedia applications. All classrooms are equipped with state-of-the-art technology.

Career services

The Career Development Centre helps to ensure that our MBA participants will reap maximum benefit from their professional experience at UAMS as they plan and develop their career further. Some of the services offered are an integral part of the programme; others are complementary and tailor-made.

Participants are encouraged to assess their skills, achievements and capabilities, and to define their job search and career objectives. Tools for better career development and job search are made available. These include CV writing, presentations, and interview and negotiation techniques.

The Career Development Centre offers MBA participants a whole range of services.

- 1. Career Counselling**
 - Self-assessment
 - Career orientation and job search strategy
 - Alumni consultations
- 2. Workshops**
 - CV writing and presentations
 - Interview and negotiation techniques
 - Job search and career development
- 3. Documentation Centre**
 - Company reports
 - Reference books
 - Job offers
- 4. Corporate Contacts**
 - Corporate presentations
 - On-campus interviews
 - Project work

Housing

A large number of off-campus student housing is available in the vicinity of the SSchool. The university does not own any student housing but gives extensive assistance in securing suitable housing according to any type of accommodation, budget and location desired.

Climate

Belgium enjoys a moderate sea climate with fairly mild winters (average temperature in January is 5°C - 40°F) and beautiful summers (average temperature in July is 24°C - 78°F).

ADMISSION

Utinam noster esses

We are looking for high-quality candidates who have the potential to become effective managers in a rapidly changing global economy. We therefore assess the candidate's intellectual ability, management potential, personal aptitude, motivation and commitment, with a view to developing the qualities required to become a socially responsible business leader in a complex and global economy.

You must be both a leader and a team player, willing to take initiative and responsibility, eager to understand the nature and complexity of management in a global world, and driven by a strong desire to develop your entrepreneurial spirit.

Application

Requirements

- Fully completed MBA application dossier
- At least three years of relevant work experience
- Undergraduate degree
- Graduate Management Admission Test (GMAT)
- Proven proficiency in English (TOEFL or equivalent)
- Interview

The MBA application dossier can be downloaded from our website www.uams.be and from our electronic MBA Brochure, or obtained via the MBA Admissions Office. The completed dossier should be sent to the Office, together with the application fee of 50 EUR, before the application deadlines.

Certified and (if necessary) translated transcripts of degrees should accompany the application.

Your work experience will prove an important factor if you are to achieve maximum benefit from the MBA experience at UAMS. It will enable you to relate the topics covered to your previous experience and hence, to enrich class discussions for each member of the MBA team.

We are looking for candidates from diverse backgrounds, be it their culture, region, management experience, or undergraduate studies.

All candidates are required to take the GMAT and have their results directly sent to UAMS (institution code 0657). For additional information about the test, its requirements, preparation courses, test dates and computer adaptive test, visit www.gmac.com.

Candidates must also provide proof of sufficient knowledge of English through a TOEFL certificate or equivalent. The application procedure will be completed by an interview organised by UAMS, either at the School itself or by telephone with our staff, or through our alumni network.

Application deadlines

- For EU citizens the application deadline is 15 June. However, we strongly encourage you to apply early, as we cannot guarantee availability of places in the later stages of the admission period.
- For non-EU citizens the application deadline is 1 May. Early application is strongly advised, as availability of places cannot be guaranteed in the later stages of the admission period. In addition this will allow you sufficient time to arrange for visas.

The Admission Committee's Decision

Candidates will receive written notification of the Admission Committee's decision within one month of completing the application procedure. Admission can only be granted for the year for which the application was submitted. Candidates wishing to defer their admission must submit their motivation in writing to the MBA Admissions Office.

Fees and Expenses

Fees

The total fee of 12000 EUR covers the tuition fee; all books and case material; use of the library, computer facilities and career services; and the cost of field trips and residential seminars.

Fee Payment Schedule

On confirmation of acceptance, a non-refundable deposit of 4,000 EUR is required. Two further instalments of 4,000 EUR each are due on September 15 and January 15 respectively.

Payments can be done by creditcard or by transferring the amount to our bank account.

Living Expenses

Living expenses vary considerably depending on family situation and lifestyle. For single students they will amount to approximately 8,200 EUR; for students living with a partner, around 12,500 EUR (housing included).

Health Care

University regulations stipulate that students must have health insurance coverage. This requirement can be met by subscribing to a health insurance fund. Students may direct inquiries regarding insurance to the university's Social Services department.

ALUMNI

Vincere errant omnes dignae

Pursuing an MBA degree provides you with a perfect opportunity to expand your network of contacts among senior executives from industry and government. Not only through the lecturers, but especially through our alumni network UAMS hopes to broaden the outlook of the participants beyond their respective backgrounds and previous working experiences.

The Association of Antwerp Management Alumni, AMA, actively encourages interaction between past and present participants of the programme. On a regular basis, informal activities are organized where members can interact, discuss and socialize. Also, senior company executives are invited to meet with our students and talk about their career perspectives and expectations, recent developments in major industries, etc.

Since 1982, more than 700 alumni graduated from the UAMS MBA programme. This group of highly distinguished professionals, working for top companies in more than 30 different countries worldwide, constitutes an important community of vast experience and expertise. It is a perfect starting point to expand your information network with other business leaders in the international community.

Some of our alumni testify how their MBA degree has contributed to their career advancement:

C&A, market leader in the textile distribution, operates in a highly competitive fast moving environment. As a multinational company, it is not easy to keep a flexible attitude and remain immediately responsive to changes in the market. That's why our company is always in search of candidates with a high level of managerial skills. C&A expects its executives to have strategic analytical skills in order to contribute to the strategic goals of the organization and as such to the future of the company. Furthermore, C&A-executives have to be able to operate in an open, multicultural environment where decision taking, leadership and negotiation qualities play a major role. I believe that the UAMS MBA programme develops these skills not only in a theoretical way, but even more important, from a practical and operational point of view. As such, getting an MBA increases one's level of managerial competence and the opportunities for strengthening one's career perspectives.

Mimi Lamote
Managing Director C&A Belgium/Luxembourg

One of the great benefits of the MBA programme is that you learn how to generate new ideas, how to communicate them, and how to evaluate and analyze them. The permanent focus on teamwork in the programme makes you aware of the value of a well-functioning team with people from different backgrounds. You have to bring not only your own skills to the table, but also allow and encourage others to contribute in a valuable and meaningful way. In the consulting business, this is often what will determine the success of your operation.

Jan Bellens
Engagement Manager, McKinsey & Company

Choosing the right school is of paramount importance. Coming from a small country in Central Asia I was amazed how truly international in faculty and students the University of Antwerp Management School is. The diverse curriculum, innovative learning techniques, stress on team working and top quality support by the faculty helped me to broaden my opportunities, to expand my knowledge and to enhance my personal qualities. UAMS enabled me to grow into a creative, confident, multi-functional and cross-cultural business leader, which are needed in a rapidly changing business world. I have chosen to be part of the programme and finally after graduation found myself "landed" in the London office of PricewaterHouse&Coopers to continue my learning and working experience. I am very grateful to all professors and my class-mates for helping me in my development.

Oksana Yesina
PWC

Being a manager in today's public services is very much like running a business : you need specialist knowledge backed up by a wide range of management skills. In fact, I see very little difference between managing in the public sector and managing in the private sector – both face the same sort of issues in terms of day-to-day problem-solving and strategic direction. The increasing professionalism of management in the public services means that the sort of skills you develop through an MBA programme are becoming a major asset for a career in a challenging institute like the European Commission. I made the choice for the MBA programme of UAMS because of its excellent reputation, the truly international environment in which it operates and its perfect location near so many international companies and institutions.

Marc Verlinden
Administrator, European Commission
Enterprise DG - Innovation Policy Unit

OTHER MASTERS

Velle suum cuique est, nec voto vivitur uno

Master in Global Management

An international pre-experience programme in global management.

The international programme 'Master in Global Management' brings together students from all over the world who wish to study in an open, international and practice-oriented environment in the heart of Europe.

The programme combines broad management training with in-depth skills. It will prepare students for work in both general and functional management and will build the foundations for a successful career in international management.

Objectives

The Master in Global Management programme is designed for students who wish to enhance their hands-on management skills and competencies in an open and international environment.

The programme prepares participants for both general and functional management and is tailored to suit any manager aspiring to professional excellence.

The programme focuses on:

- deepening participants' knowledge of management functions
- integrating the knowledge and skills required to perform in key managerial responsibilities: leadership, people management and long-term planning
- strengthening business skills, such as entrepreneurship, perseverance, motivation, emotional intelligence and initiative
- developing social skills, problem-solving skills, communication skills and the capacity for teamwork and leadership
- examining global issues from a European perspective
- highlighting technological opportunities for innovation, change and progress

Organisation

Programme activities are scheduled over a 10-month period starting in September, and are organised in four modules according to the key objectives of the programme.

Structure

The programme consists of four modules.

Modules	Course
Management and the Business Environment	Management and Organisation
	Business Statistics
	Managerial Economics
	Managerial Decision Making
	Management of People at Work incl. Managerial & Intercultural Communication
Management functions	Marketing Management
	Financial Management
	Management Accounting and Control
	Financial Accounting
Global Management	Global Management Strategies
	Global Finance
	International Trade Management
	Business in the European Union
	Strategic Management incl. Business Game
	Globalisation: trends, analysis and criticism
Advanced Study Project	Advanced Study Project

Admission and Selection

Applicants for admission to the programme must hold a university degree and be fluent in English.

Applicants must submit a fully completed application form, including:

1. A detailed explanation of why they wish to enrol for UAMS' MBA programme.
2. Official transcripts of grades, degrees and diplomas obtained, and a list of courses (for every programme attended at university level). International students must provide an official English translation and an explanation of the grade system applied.
3. Two letters of reference.
4. International students must submit documentation to show that they have sufficient funds to meet tuition fees and living and travel expenses (which is also required for visa application). UAMS does not offer scholarships (for information on scholarships awarded by the Belgian government or private institutions, please contact the Belgian Embassy in your country).
5. A score on the Graduate Management Admission Test – GMAT. The GMAT registration number of UAMS is 0657. For more information on the test, please visit the GMAT website at www.gmat.org. The GMAT requirement can only be replaced by a test and a personal interview at UAMS.

Early application is strongly advised since the number of students is restricted so as to maintain the standards set by the school. As a rule, no applications are processed after 1 August. Applications for admission from international students should be submitted by 1 May.

Tuition fee

Tuition fee (includes course material, use of computing facilities and software, business visits, a residential seminar and business game, excluding all other expenses) are set at 3,500 EUR.

Contact

In order to obtain more information on the programme, please contact the programme assistant:

Mrs. Simone De Maeyer

University of Antwerp Management School – UAMS

St-Jacobsmarkt 9-13

2000 Antwerpen – Belgium

Phone: + 32-(0)3 220 4946

Fax: + 32-(0)3 220 4953

E-mail: simone.demaeyer@ua.ac.be

WHO'S WHO

Viribus conjunctis

UAMS maintains close contacts with the various faculties of the University of Antwerp, in particular with the Faculty of Applied Economics, which, with 2,000 students and 250 academic staff, is one of Belgium's largest. UAMS also greatly benefits from the many international contacts and the wide-scale research activities of the Faculty of Applied Economics.

A professional team takes care of the organisation and administration of the programmes.

Faculty

The teaching staff at UAMS includes faculty members of the University of Antwerp and other distinguished Belgian and foreign universities, as well as leading businesspeople from Belgian and international companies.

Frank Bostyn – MBA (Wharton) – PhD in Economics (University of Ghent)
 Chris Braecke – PhD in Germanic Languages and Literature (University of Ghent)
 Patrick Coene – PhD in Engineering Economic Systems (Stanford University) – Fortis Corporate Insurance Executive Vice-President
 Ludo Cuyvers – PhD in Applied Economics (University of Antwerp)
 Bruno De Borger – PhD in Applied Economics (University of Antwerp)
 Bert De Brabander – PhD in Psychology and Pedagogy (University of Ghent)
 Willy Desaeyere – PhD in Economics (Catholic University of Leuven)
 Edward Deweydt – PhD in Economics (University of Ghent)
 Rob Embrechts – PhD in Applied Economics (University of Antwerp)
 Geert Jacobs – PhD in Linguistics (University of Antwerp)
 Vassili Kritis – PhD in Applied Sciences (University of Ghent) – Computer Associates
 Chris Lefebvre – PhD in Applied Economics (Catholic University of Leuven)
 Rudy Martens – PhD in Applied Economics (University of Antwerp)
 Henri Masson – PhD in Chemical Engineering (Université Libre de Bruxelles) – ISE
 Hilde Meersman – PhD in Applied Economics (University of Antwerp)
 Diana Phillips – Doctor of Philosophy (University of London)
 Paul Roosens – PhD in Economics (Erasmus University Rotterdam)
 Geert Thiers – PhD in Sciences (University of Ghent)
 Koen Vandenbempt – PhD in Applied Economics (University of Antwerp)
 Daniël Van Den Bulcke – PhD in Economics (University of Ghent/University of Toronto)
 Claude Van Mechelen – PhD in Mathematics (University of Ghent)
 Paul Verluyten – Master of Arts in Linguistics (University of California) – PhD in Philosophy and Literature (University of Antwerp)
 Patrick Vervinck – PhD in Industrial Psychology (University of Ghent) – Fortis Bank
 Daniël Vloeberghs – PhD in Social Sciences (Catholic University of Leuven)
 Marcel Weverbergh – PhD in Applied Economics (University of Antwerp)

Guest lecturers

Distinguished faculty and leading businessmen are invited on a regular basis to share their expertise with the MBA students.

In recent years we were able to welcome:

prof. Kredisov (University of Kiev - Ukraine)

prof. Dominika Maison (University of Warsaw - Poland)

prof. Tiziano Vescovi (Università Ca' Foscari - Venice, Italy)

dr. Uffe Bundgaard-Jørgensen (Chairman of the Board of Kingsafe, Chairman and Partner of Brabo Ventures - Denmark)

mr. Scott Stines (President of the International Association of Newspaper Marketing - USA)

mr. Jan Bellens (project leader at McKinsey)

and many others.

Each year several courses in the MBA programme are taught by faculty members from universities of our international partner network. Some recent visiting professors were;

Prof. Lars Larson - Grand Valley State University (Michigan, USA)

Prof. Johan Burger - University of Stellenbosch (South Africa)

Prof. Trevor Wilkins - National University of Singapore

Prof. Richard Vézina - Université Laval (Québec, Canada)

Who's Who

Administration

Dean UAMS

Prof. dr. Patrick De Pelsmacker

Director MBA

Prof. dr. Frank Bostyn

MBA Coordinator & Admissions Officer

Mr. Wim Van Driessen

MBA Programme Assistant

Mrs. Simone De Maeyer

Coordinator Career Management Services

Mrs. Anne Verheyen

COURSE DESCRIPTIONS

Pre-programme Learning

Quantitative Methods

Mathematical and statistical analysis, on which managerial insights are based, are frequently used in business modelling as well as in economic theory. An adequate knowledge of such analysis is required if students wish to complete the programme successfully. This refresher course provides a comprehensive overview of selected topics in finite mathematics, calculus and basic statistics. Although the mathematical and statistical tools will receive systematic explanation, the approach will be to relate these techniques to various types of economic and business problems and analysis.

Economics

Microeconomic analysis may be utilised to enhance decision-making within an organisation. The student will acquire an understanding of the complex market environment and dynamics in which the firm operates and of the company's capacity to act upon these market forces. The emphasis will be on the role of market power, pricing policies, oligopolistic competition, asymmetric information, and transaction costs.

The student will also acquire an understanding of the main features of the macroeconomic environment and of macroeconomic policy, and of its potential impact on a firm's business and financial decisions.

Computer Skills

Students not sufficiently familiar with the use of word processing and spreadsheets are required to attend these specially designed training sessions.

English

Students not sufficiently proficient in English are required to take separate English language courses.

Dealing with Complexity

The introductory module to the MBA focuses on the nature and challenges of complexity. The current business environment is characterised by uncertainty fuelled by rapid and continual change. The consequences of unpredictability and limited control have rendered more traditional approaches to management obsolete. New ways of dealing with change, complexity and management are introduced, borrowing from, for example, the chaos and complexity theories.

There are two focal themes: organisational design and organisational decision-making. These feature topics such as organisational structures and processes; organisational culture; the interaction between a firm and its environment; and power in organisations. Special attention will be paid to the challenges and choices involved in managerial decision-making. How do managers make decisions when faced with uncertainty and risk? What kind of information should be collected? How are these data processed? What factors influence decision-making? To what extent does individual decision-making differ from group decision-making?

The introductory module reveals how the MBA programme will develop, taking first an analytical turn with the study of "Problem-Solving and Decision-Making" and "Business Processes and Management Functions", then focusing on integrative modules, namely "Integration, Globalisation, and Innovation" and "Achieving Results", before returning to the challenges of complexity.

Mastering Problem-Solving and Decision-Making

Management Decision Methods

The use of quantitative methods in decision-making has increased substantially in recent years due to major advances in computer and information technology. This course provides the students with a general framework for decision-making based on quantitative methods. As a preliminary to each application, the method used will be studied on a mathematical basis. The properties thus discovered are used to build models to support decision-making. Methods and techniques covered are linear and integer programming, networking, dynamic programming, queuing, Markov chains, project scheduling and simulation.

Statistical Methods for Business

This hands-on course focuses on statistical analysis for managers. Managers often use statistical tools to analyse situations and options, and to underpin their decision-making. Students will acquire a basic understanding of the most frequently applied techniques and develop skills in selecting and applying appropriate methods. The course will concentrate on regression analysis and experimentation techniques (analysis of variance).

Managerial Economics

Analyses the business environment and management decisions from a microeconomic perspective.

Information Management

Information Management explores the broad range of the internal consequences of doing business in an era of advanced ICT. Topics covered will include: increased monitoring capabilities within the global corporation; new opportunities for network approaches, co-operative partnerships and outsourcing; the design of information systems; the role of EDP, data warehousing and data mining; e-commerce; increased market transparency and the diminishing role of intermediaries; changes in vendor management, the supply chain and consumer management; changes in market information management, etc.

Management of People at Work

Management of People at Work focuses on organisational behaviour from a human resources perspective, and investigates the impact of individuals, groups and structure on behaviour within organisations, the purpose being to apply such knowledge with a view to improving an organisation's effectiveness. Human resources are, consequently, of strategic importance: How can HR management contribute to the strategic development of the company's position and competencies? Key concepts are flexibility, employability, performance measurement, remuneration, assessment, training and socialisation within a learning organisation.

Financial Accounting

Accounting is a major tool in managerial decision-making as it provides a means of recording and analysing financial data in relation to company activities. Financial accounting provides multiple-purpose information for parties external to the firm's management. The student will develop an understanding of [a] the basic concepts, standards and practices of financial reporting, and [b] basic financial statements analysis (balance sheet, income statement, and cash flow statement).

Strengthening Management and Communication Skills

Leadership and Teambuilding (workshop)

Management means, to a large extent, getting things done by others. Hence the importance of sound communication, leadership and teamwork skills for every manager. The objective of this residential training seminar is to improve participants' ability to co-operate effectively and responsibly within a small group of people, to develop appropriate and effective communication skills, and to enhance socially responsible leadership skills.

Negotiations (workshop)

The ability to negotiate and clinch deals are important aspects of doing business and managing an organisation. This workshop is geared to introduce the student to several types of negotiation settings and to developing managerial negotiation skills. Topics covered are one-shot and, conversely, repeated negotiations, multi-issues negotiations and package deals, multi-party negotiations and cross-cultural dealings.

Managerial and Inter-cultural Communication (workshop)

This workshop deals with specific concepts and skills relevant within a cross-cultural context, the focus being on an active and hands-on approach (verbal and non-verbal aspect). There is also some reference to students' potential careers in the multicultural workplace, either in their own countries or abroad. Ample use is made of simulations, cases and testimonies.

Career Management and Professional Development (workshop)

This is a practical and skill-based workshop aimed at offering students the necessary knowledge and skills for successful job search and career planning. Topics covered include CV writing and presentations, networking, job interviews and contact negotiating. International job search, and the requirements and characteristics of various industries and functions are also discussed.

Business Processes and Management Functions

Management Accounting & Control

Management Accounting and Control deals with the use of accounting data for internal planning and control. Special attention is paid to cost accounting, budgeting and resource allocation, performance assessment, ratio analysis and assessment of financing needs. Management can never be effective without an appropriate approach to management control, the core of any control system being performance measurement. The course will focus on the role and use of information, control and organisational structure; design of standards and systems for performance measurement; and management control systems.

Marketing Management and Research

Marketing management covers the main aspects of drawing up and implementing a marketing plan: objectives and goals; customer and competition analysis; product portfolio analysis; market segmentation, targeting and positioning; marketing mix (product strategy, pricing, distribution and communication); and implementation. Marketing research focuses on the collection and analysis of information needed to support marketing decisions (sampling, qualitative and quantitative research, observation methods, experimentation; questionnaire design, scaling, statistical analysis).

Corporate Finance

Corporate Finance focuses on how a company can create and maintain value by making the appropriate investment and financing decisions, financial planning and short-term financial management. Topics covered include discounted cash flow analysis, investment analysis, capital budgeting, cost of capital, capital structure and dividend policy, valuation and capital asset pricing, valuation of financial and real options, and short-term financial management and planning.

Operations Management

Operations Management develops an understanding of business processes, focusing on three major management challenges: [a] efficiency, [b] quality, and [c] optimal linking with outside parties. Operational management of the value chain requires an appropriate measurement of key process parameters, identification and removal of bottlenecks, and optimisation of work units. The dynamics of operations management are concerned with quality management, process improvement and business process re-engineering. Strategic considerations will involve the positioning of the firm's business processes in the broader industry value chain.

Integration, Globalisation and Innovation

Competitive Analysis and Strategy

Competitive Analysis and Strategy focuses on strategic analysis, decision-making and planning. Students assume roles in top management and analyse the strategic challenges from this point of view. The central theme of the course is sustainable competitive advantage and shareholder value. Strategic decision-making is considered at both the business and corporate level. Special attention is paid to the processes of strategic management and planning and to the analysis techniques frequently used by managers and management consultants. The course is structured around case studies.

Global Strategic Management

Global Strategic Management focuses on the strategic challenges facing companies in an international business environment, or, in other words, on how multinational corporations create competitive advantage in a global environment. Special attention will be paid to organising and conducting global operations, managing tensions which arise as a result of global corporate needs conflicting with regional and country requirements as well as specificity, location strategies, ownership strategies and strategic alliances.

Strategy Implementation & Change Management

Implementing strategy is not effective without an appropriate approach to management control and performance measurement. The course will focus on the challenges of strategy implementation, the role of information and use of control and organisational structure, the design of standards and systems for performance measurement, information management and management control systems. This will be done from a dynamic perspective: how can a manager use the levers of control to promote innovative thinking and entrepreneurial behaviour and stimulate the process of innovation in the organisation.

Global Financial Management

Global Financial Management develops an understanding of the major implications of internationalisation and globalisation and deals with international finance (pricing of foreign currencies, hedging techniques, currency options, currency swaps, instruments of international trade financing and payment systems), as well as, multinational corporate finance (platform investments and exchange risk exposure, foreign direct investment analysis and decision-making, the cost of capital and financial structure, international portfolio diversification).

Innovation and Value Chain Management

Innovation and Value Chain Management elaborates on the strategic aspects of operations management and on the impact of innovation, imitation and technology on the firm's industry value chain and business processes. Strategic choices regarding technology, process design and organisation, value delivery systems, and linkages with suppliers and customers critically affect the firm's ability to compete. This course will focus on the analytical and decision-making aspects of these managerial challenges, following a cross-functional and integrated approach based on state-of-the-art evaluation techniques.

Electives:

Elective 1

A. Business in the EU

World business is increasingly determined by regional trade groups or economic blocks. The European union (EU) is one of the oldest, largest and most successful examples of economic integration. Insight into the economic and business aspects of the EU not only helps to understand the business environment in the EU, but also to understand integration groups such as NAFTA, MERCOSUR, ASEAN, SACU as well as many of the other regional trade arrangements. Special attention is given to the basic economic policies of the EU and to how these influence and determine business opportunities and strategies in the EU.

B. Global Financial Management

A general framework for analysing the international business and politico-economic environment will be developed, and international trade issues explored. Globalisation links distant localities in such a way that local conditions are increasingly shaped by events occurring in other, distant parts of the globe. These processes and their implications are critically assessed. Special attention is drawn to the emerging international division of labour, migration, poverty, marginalisation and social exclusion, new regionalism and global hegemony, environmental issues and globally organised crime.

Elective 2

A. e-Business

Web-based technology allows some business organisations to substitute almost their entire physical business system with computer systems. The course provides an understanding of how this emerging technology changes and supports business activities. The course covers the functional and technical issues of e-business and discusses specific cases (business-to-business and business-to-consumer systems, the general architecture of e-business applications, front-office and back-office systems, the integration of e-business with ERP packages).

B. Entrepreneurship and Creativity

Entrepreneurship and Creativity contains a toolbox of creativity techniques. Students are trained to use the six individual creativity tools: inference, transformation, relaxation, analogy, association and randomisation. Next, the emphasis is on collective creative thinking using the four main think tank tools: brainstorming, synectics, matec and brainwriting. The students simulate top-level decision-making by setting up a think tank which will tackle both a group project and a personal project. The applications used belong mainly to product development (finding new goods to produce), strategy and marketing.

Achieving Results

Strategy Project

The Strategy Project is essentially a strategic audit coupled with a specific issue introduced by the management of the company. During the analysis phase, the external (industry analysis) and the internal (company analysis) environment is screened, with the objective of identifying and formulating the various strategic options.

Using this analysis, the current strategy is evaluated and alternatives are assessed. Within this context, an issue analysis is made and advice regarding effective management solutions formulated. The ultimate objective of the project is to deliver practical conclusions and advice, adding real value to the company concerned.

The teams will therefore be required to:

- gain insight into the most important factors determining the strategy formation process;
- clarify the interrelations between the diverse functional domains of management;
- apply the techniques and frameworks of strategy analysis in a concrete situation;
- implement decision-making tools and techniques;
- integrate the various aspects of the analysis into a coherent approach and vision;
- use effective communication tools to present the results and convince the client.

Companies sponsoring participants are encouraged to propose their own strategy projects. UAMS not only aims to assist individual managers, but wishes to contribute directly to the management potential of companies and organisations by co-operating in the solution of particular management challenges. Companies and organisations wishing to obtain further information are invited to contact the MBA Director (e-mail: frank.bostyn@ua.ac.be).

UAMS

A Management School with a Rich Past and Confidence in the Future

Antwerp, the cradle of business schools

As Flanders and Lombardy were the economic centres in the medieval Western World, a lot of basic business terms stem from these regions in this period. Also business schools were pioneered in Flanders. Wharton, founded in 1872, is proud to be oldest collegiate Business School in the world; however by that time we were already in business for more than 20 years. The Institute de Commerce was founded in 1852.

In the middle of the 19th century, Antwerp already had two institutes of business education at university level. They were unique in Europe and attracted large numbers of students from many different countries. The two schools provided the inspiration which directly led to the establishment of similar business schools abroad, many of which went on to enjoy excellent reputations.

The UAMS builds on a long and glorious tradition of pioneering.

Supported by one of the largest faculties of Economics and Management

UAMS maintains close contacts with the various faculties of the University of Antwerp, in particular, with the Faculty of Applied Economics, which, with 2,000 students and 250 academic staff, is one of Belgium's largest. UAMS also greatly benefits from the many international contacts and the wide-scale research activities of the Faculty of Applied Economics.

International partners

UAMS has exchange programmes with the following foreign partners:

- City University Business School (London, UK)
- University of Florida (Gainesville, Florida)
- Fordham University (New York City, New York, USA)
- Marquette University (Milwaukee, Wisconsin, USA)
- Pepperdine University (Malibu, California, USA)
- Saint Louis University (Saint Louis, Missouri, USA)
- Southern Methodist University (Dallas, Texas, USA)
- Instituto Tecnológico Autónomo de México (Mexico)
- Instituto Tecnológico y de Estudios Superiores de Monterrey (Mexico)
- Instituto de Estudios Superiores de Administración (Venezuela)
- International University of Japan (Niigata, Japan)
- Nanyang Technological University (Singapore)
- University of Stellenbosch (Bellville, South Africa)
- University of Warsaw (Poland)
- Institute of Business Studies (IBS) (Moscow, Russia)

CONTACT

Website

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