



MBA FHNW Cross-cultural Leadership
EBS MBA Heriot-Watt University
Dual Degree Programme

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Welcome



Dear student, dear reader

Life is about making choices. You are about to embark on an exciting journey of study and growth. Enrolling in our dual degree MBA FHNW Cross-Cultural Leadership/Edinburgh Business School MBA programme (100 ETCS credits) offers you a unique experience in an international learning community in Basel, Switzerland. You will have the opportunity to share knowledge and ideas with peers from all over the world and establish future business networks. You will be committing yourself to transforming knowledge into action, inspired by a culturally diverse faculty and student community.

You will have the edge when implementing change in a challenging world. We wish you the best of luck.



Dr. Laila Kabous
Programme Manager



Stefan Philippi
Programme Manager

At a Glance

Goals

The overall objective of the dual degree programme (Master of Business Administration FHNW Cross-Cultural Leadership/ Edinburgh Business School Master of Business Administration) is to educate individuals as managers and business specialists and thus enhance the quality of management as a profession. With its integrated approach to management the programme adds value for individuals seeking to take on key roles within their organisations. Students undertaking the dual degree programme of the University of Applied Sciences and Arts Northwestern Switzerland MBA (MBA FHNW Cross-Cultural Leadership) and Edinburgh Business School MBA (EBS MBA) are training to become the next generation of international-oriented executives.

The dual degree programme leads to a degree from each University, the MBA FHNW Cross-cultural Leadership degree as well as the EBS MBA degree. It is based on seven core courses, one FHNW elective course and a final FHNW master thesis focusing on a variety of topics in the area of cross-cultural management and leadership.

Our close partnership with Edinburgh Business School (EBS), Heriot-Watt University, has led us to combine our unique masters programmes and to offer outstanding course options. The dual degree study route integrates Swiss and British culture, providing students with an experience of Scottish and Swiss business clusters, history and culture.



Language of Tuition

All courses of the programme are taught in English.



Duration

Students study part-time and normally take 2–3 years. The limit to the duration of study is seven years.



Dual Degree

Upon successful completion of this postgraduate programme, students are awarded the dual degree, which consists of:

- the degree Master of Business Administration FHNW Cross-Cultural Leadership (University of Applied Sciences and Arts Northwestern Switzerland, School of Business Basel/Brugg/Olten)
- the degree Master of Business Administration (Heriot-Watt University, Edinburgh Business School, UK)



Study Concept

Part-time, modular structure, 100 ECTS credits



Start of the Programme

March (tuition start March), September (tuition start September) and December (tuition start December)



Fees

Programme fees are paid on a course-by-course basis. This enables students to spread the cost across the duration of their studies. The fee per course is CHF 2 800 and is payable to FHNW, School of Business. This includes the comprehensive course material, access to the EBS interactive learning platform and tuition in Basel.

Students will be charged an additional GBP 160 exam fee (payable to Edinburgh Business School) per course.

School of Business

The School of Business FHNW is a leading house in the field of executive education with around 130 programmes (Master of Business Administration, Master of Advanced Studies, courses, seminars, symposia). The school is active in business consulting, applied research and development and teaches more than 2 650 Bachelor students. Two Bologna Masters programmes (MSc) in Business Information Systems and in International Management are taught entirely in English.

High-Quality International Exchange

The School of Business FHNW delivers international education programmes and cooperates with partners around the globe. This ensures an intensive exchange of lecturers and students. In comparison with other Swiss universities, our students have the most international experience.

Customer Proximity

The School of Business FHNW pools its strengths at three school locations: Basel, Brugg-Windisch and Olten. This ensures proximity of its know-how to its customers.

Focussed Competence

The School of Business FHNW ensures that current know-how is broadly disseminated, accessible and applied. The entire spectrum of business topics is covered: Management and Leadership, NonProfit Management and Public Administration, Corporate Communication, Human Resource Management, Consulting and Coaching, Finance and Controlling, Business Processes, Business Information Systems and E-Business.

Generating New Expertise Through Research

Together with research partners located regionally or nationally, companies operating internationally, non-profit organisations and public agencies and sponsoring societies, the School of Business FHNW generates new know-how for these partners' future development.

Certified, Internationally Accredited Degrees

Quality management at the FHNW School of Business makes an important contribution to the continuous optimisation of our core business in undergraduate/graduate and executive education as well as our research and services with a proven high impact in practice and research.

The FHNW University of Applied Sciences Northwestern Switzerland as a whole is accredited by the Swiss Accreditation Council. The School of Business FHNW is accredited by AACSB (Association to Advance Collegiate Schools of Business) – one of the most renowned accreditation organisations for business schools worldwide. The quality label «AACSB accredited» certifies that the school belongs to the top world's business schools.

Knowledge and Technology Transfer

Experienced, practice-oriented lecturers and researchers, together with numerous teachers recruited from enterprises, ensure professional and didactic quality with state-of-the-art know-how. The transfer of theory into practice is quickly enabled through student projects set by external clients, application-oriented study tasks and a range of didactic methodologies (moderated work groups, training, case studies taken from participants' professional life, guided individual study and structured work in guided and managed groups).

Programme

Our close partnership with Edinburgh Business School (EBS), Heriot-Watt University, has led us to combine our unique masters of business administration programmes in order to offer outstanding study routes. The dual degree study route integrates Swiss and British culture, providing students with experience of the Scottish and North-western Swiss business clusters, history and culture.

EBS is an applied business school, and the entire programme gives every student a broad and deep range of applied management and business skills. The EBS MBA programme is entirely modular and delivery is flexible. EBS operates on a learning rather than on a teaching model, and each course is designed for self-study. All courses may be downloaded by students in web format, which consists of the basic text, past papers and solutions, additional case studies and other learning materials as well as a self-assessment system and access to academic staff via a web board.

FHNW operates a blended learning model, using the strengths of the EBS approach and providing value added learning support through tuition in Basel, which is seminar-based and student-led. The FHNW faculty provides active learning sessions through case studies, simulations, group work, presentations, discussions and practical exercises, which all reflect and relate to real-life business experiences.

FHNW sets a research task with tutor supported research methods sessions one-to-one tutory sessions support students in designing, implementing and reporting on their research topic. a whole is accredited by the Swiss Accreditation Council. The School of Business FHNW is accredited by AACSB (Association to Advance Collegiate Schools of Business) – one of the most renowned accreditation organisations for business schools world-wide. The quality label «AACSB accredited» certifies that the school belongs to the top world's business schools.

Entry Requirements

The entry requirements for the dual degree programme consist of: an undergraduate degree (bachelor's degrees) or an equivalent qualification from a recognised academic institution as well as at least three years relevant levels of work experience, two written work references as well as very good or excellent linguistic abilities in English (equivalent to level C1, CAE/BEC Higher).

A limited number of applicants without an undergraduate degree may be considered if they have a minimum of five years full-time business experience.

All students providing evidence of meeting the entry requirements will be invited for an interview.

Teaching Locations

Tuition will be offered on the FHNW Basel Campus.

Workshop Days and Times

The programme has a modular structure, and students may take one to three courses per term, depending on the number of courses/modules offered and the planned duration of their studies.

Each course consists of four workshop days.

Workshops take place on Saturdays once or twice a month.

Session mode: Saturday from 09:00am till 03:00pm

In addition to attending the workshops, students are expected to devote 12–14 hours per course and week to self-study. Each course requires an average of 250 overall study hours.



Benefits for Students/Careers

The overall objective of the dual degree programme is to educate individuals as managers and business specialists and thus enhance the quality of management as a profession. With its integrated approach to management the programme adds value for individuals seeking to take on key roles within their organisations. The MBA FHNW Cross-Cultural Leadership/EBS MBA programme is a demanding, broad-based management degree, which enables students to:

- develop a core knowledge of subjects fundamental to management
- develop analytical skills indispensable to problem-solving and decision-making
- understand the art and science of management and human behaviour in organisations
- gain insight into the changing business, economic, social and political environments which affect organisations
- integrate the business disciplines and develop the reflective skills that underpin strategic analysis.

Scholarship, Enquiry and Research

The learning model and curriculum requires students to develop and apply their learning to their own professional experience and to wider developments in business and management. The tuition and programme offered by FHNW supports students in applying their learning to a local and global context. The master thesis develops research skills and the use of rigorous research methods within a business context.

Industrial, Commercial and Professional Practice

A fundamental tenet of both the teaching programme and the research thesis is that they are designed to train students to apply their knowledge and understanding of theoretical models to the real-world business environment as represented both by case studies and their own professional practice.

Autonomy, Accountability and Working with Others

The applied learning model helps students to become independent learners with highly developed self-management skills. During the MBA journey students have the opportunity to work in groups with other students.

The dual degree study route adds value through the provision of a programme of interactive tuition, framing the concepts and theories of management within a European and global context. Furthermore, the elective course and the master thesis add an intercultural and cross-cultural dimension to the focus of students' learning and research, as they apply their learning within a cultural context.

Curriculum and Courses

Course Groups	ECTS
1. Core Courses	
– People, Work and Organisations	10
– Financial Decision Making	10
– Strategic Marketing	10
– Delivering Successful Projects	10
– Leadership - Leading across Cultures	10
– Intercultural Negotiation and Communication	10
– Developing and Executing Strategy	15
Core Courses	
ECTS Credits	75
2. FHNW Elective Courses	
Students choose one elective from:	
– International Entrepreneurship	10
– Digital Transformation	10
FHNW Elective Course	
ECTS Credits	10
3. FHNW Master Thesis	
ECTS Credits	15
Total Credits per Student	
ECTS Credits	100

Students choose the 7 core courses/modules; students choose 1 FHNW elective course (in exceptional cases, an elective of EBS may be chosen in which case the elective has to be studied as a selftaught course). When students have completed and passed these 8 courses, they undertake the FHNW master thesis, which includes a taught component on research methods.



Course Structure

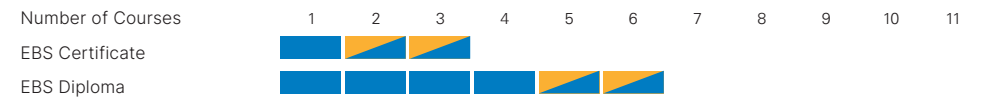
Dual Degree MBA FHNW Cross-Cultural Leadership/EBS MBA









Dual Degree MBA FHNW Cross-Cultural Leadership/EBS MBA Specialism



EBS Certificate or EBS Diploma



-  EBS Core Course
-  EBS Elective Course
-  EBS Core or Elective Course
-  FHNW Elective Course
-  EBS Elective Course
-  FHNW Master Thesis

Core Courses

■ People, Work and Organisations

An organisation continually has to adapt to changes in the competitive environment. The course examines a range of ideas that provide insights into how people behave at work and provide managers with the opportunity to apply theoretical principles to real life organizational issues. Students will develop a detailed appreciation of factors influencing how people behave at work and how these link to performance. At its core, the course aims to equip students with the skills and knowledge to positively impact on individual, team and organisational performance in a variety of dynamic organisational contexts.

Topics covered

- Understanding behaviour in organisations
- Individual differences
- Motivation and engagement
- Work group dynamics
- Power, politics and conflicts
- Designing effective organisations
- Organisational culture
- Organisational change

■ Financial Decision Making

Different investment projects generate different cash flows and different levels of risk. The problem is that choices have to be made among competing uses for funds because businesses typically face constraints on the availability of capital. The Financial Decision Making course aims to provide students with a set of financial and accounting tools that enables them to interpret financial information from a variety of sources and to make informed and effective financial decisions. The course provides a practical approach to the crucial finance and accounting issues that affect organisations in today's business environment.

Topics covered

- The financial landscape
- Financial accounting
- Working capital management
- Budgeting
- Financial tools
- Capital budgeting and investment appraisal
- Financing, payout and management

■ Leadership – Leading across Cultures

Leadership is enacted differently depending on the context. Developing an understanding of leadership across a range of strategic business contexts and across cultural imprints is crucial.

The course examines the concept of leadership in globally operating organisations, explores major theoretical developments in how leadership is understood and provides opportunities to reflect on real-life and cross-cultural leadership issues. The course aims to develop in students a critical appreciation of the role of leadership theory, styles, context and practice in a range of organisational, social and cross-cultural contexts.

Topics covered

- Introduction to leadership
- The evolution of leadership
- Modern theories of leadership
- Leadership in contexts
- Leading in different cultural and changing environments
- Leadership and ethics
- Developing leadership

■ Delivering Successful Projects

Implementing organisational change can be visualised as a project with time, cost and quality trade-offs. Project management tools and techniques are essential in keeping change processes on track. The aim of Delivering Successful business Projects course is to equip students with the necessary skills to conceive, plan, control and deliver projects, for enabling successful realisation of business objectives, through the use of the practical framework of project management. The course covers the fundamental concepts of the project management discipline and how it assists organisations in materialising their strategic and change objectives.

Topics covered

- Projects in the organisational context
- Leadership and behavioural aspects of human resources
- How the project manager and the project team work
- Project success criteria
- Qualitative and quantitative planning and control processes
- Project conclusions, strategic intent, final evaluation and reporting

■ Developing and Executing Strategy

Strategy is about building capability but at the same time being dynamic. It's about having a vision for the future, but also adapting to circumstances as they arise. Developing and Executing Strategy is the capstone course on the MBA programme. The course addresses key areas of strategic management, which is concerned with the long term direction and performance of the organisation. The aim of this course is to provide students with an overview of strategic management as an academic discipline and a field of practice, provide an outline of the different aspects of strategy and demonstrate how the key management disciplines that make up the MBA core can be integrated into a strategic decision-making framework. Developing and Executing Strategy begins by examining the evolution of management and academic thinking around strategy and strategic manage-

ment, reviews the diversity of contemporary strategy theory and practice and examines the role of strategy in the management of different types of organisations. The course then examines a variety of aspects of strategy, such as strategic intent, analysis, strategic options and implementation. At each stage the links with other management disciplines are considered. Finally an integrative framework for strategic decision-making is presented, which facilitates a holistic approach to complex business and management issues.

Topics covered

- Introduction to Strategy and Strategists
- Strategic Intent
- Strategic Issue Diagnosis
- Interpreting and Analysing the Environment
- Analysing the Organisation
- Generating, Selecting and Evaluating Strategic Options
- Strategy Implementation and Practice

■ Strategic Marketing

In highly competitive markets the success or failure of a product or service may be determined by the marketing decisions taken. Strategic marketing can be defined as “Obtaining, marshalling, deploying, controlling and assessing the effectiveness of organisational marketing resources in order to deliver the organisational mission, vision, values and objectives in its chosen product/markets”. The Strategic Marketing course aims to provide students with the necessary tools and frameworks to enable them to make proactive marketing decisions that take best advantage of the conditions in which the organisation finds itself. The course will also help you develop and implement marketing strategies and programmes which take best advantage of your organisation's situation.

Topics covered

- Marketing management for a turbulent era
- Marketing fit with corporate and business strategies
- Marketing environmental insights
- Customer insights and customer connections
- Marketing insights for demand measurement
- Segmentation and target marketing
- Branding and positioning
- Marketing strategies for competitive and market scenarios
- The integrated marketing mix
- Organising, planning, delivering and measuring market performance

Intercultural Negotiation and Communication

Negotiation is one of several means that help managers make decisions. It is neither superior nor inferior to other forms of decision-making. It is appropriate in some circumstances but not in others. Management is complex and deciding when negotiation is appropriate is just one aspect. The course aims to provide a thorough grounding in the science and practice of negotiation. Academic disciplines such as economics, psychology, sociology, politics, anthropology and mathematics have researched negotiation and much of this material forms the basis for its scientific analysis.

Topics covered

- What is negotiation?
- Distributive bargaining: strategy and tactics, stages and phases
- Integrative bargaining: Positions, interests and options for mutual gain
- 3-D negotiation: Developing trust in cross-cultural business negotiations
- The impact of conflict management styles, communication styles and power dynamics on negotiations
- The psychological sub-processes of perception, cognition and emotion
- The relevance of game theory to negotiation



FHNW Elective Courses

■ Digital Transformation

The rise of digital technology has accelerated the pace of disruption in almost every industry; creating immense challenges and uncertainties for organisations. The aim of this course is to enable students to develop an understanding of digital disruption as well as its impact on business and society. This course equips students with knowledge on emerging digital technologies, digital business model innovation, and skills to manage digital transformation and change in a complex and dynamic environment.

Topics covered

- Digital disruption and its impact on business & society
- Emerging digital technologies (AI, Blockchain technology, deep learning, big data etc.) and their impact
- Digital business model innovation through Industry 4.0: Changing value creation for manufacturing companies through data, platforms, and innovative technologies
- Building a culture for collaboration and co-creation in the digital age
- Developing Personal mastery to embrace digital leadership
- Building a culture for collaboration and co-creation in the digital age
- Managing change in complex and dynamic environments

■ International Entrepreneurship

The course aims to develop an understanding of classical models of international entrepreneurship and the main characteristics of entrepreneurs within organisations across all sectors. The course helps develop multiculturalism and cross-cultural competencies through its delivery.

Topics covered

- Review and comparison of differing perspectives of entrepreneurship and innovation
- Review and assessment of the roles of traditional managers, intrapreneurs and entrepreneurs
- Critical assessment of the entrepreneur's attitude to risk and return
- Creative methods for unlocking ideas in the innovation process
- Drivers of innovation
- Critical appraisal of the economic context of entrepreneurship and innovation processes
- Appraisal of the central role of the business plan, especially the cash-flow forecast
- Writing, presenting and analysing business plans
- International comparisons of entrepreneurship
- Specialities of global start-ups
- Assessment of the significance of the family business in the economy
- Application of learning in these areas to social enterprise and the public sector
- Intellectual property application and protection

MBA Specialism

■ Specialism in Strategy

Non-tutored electives

- Entrepreneurship and Creativity
- Entrepreneurial Venturing
- Research Methods for Business
- Business Negotiation
- Mergers, Acquisitions and Restructuring

■ Specialism in Finance

Non-tutored electives

- Research Methods for Business
- Lending and Credit Risk Analysis
- Financial Derivatives
- Managing Financial Risk
- Mergers, Acquisitions and Restructuring

■ Specialism in Logistics and Supply Chain Management

Non-tutored electives

- Global Purchasing and Supply
- Strategies for Managing Supply Chains
- Green and Sustainable Logistics
- Logistics Operations: Freight Transport and Warehousing
- Humanitarian Logistics

■ Specialism in Business Analytics

Non-tutored electives

- Business Analytics
- Big Data Analytics for Business
- Performance Management for Business
- Business Consultancy
- Network Analysis

Master Thesis

Managers are frequently required to undertake in-depth studies involving one issue or a series of interrelated business problems. These necessitate a research-based approach. We involve our students in business research and provide a platform for them to systematically transfer their results, knowledge and skills gained to our taught modules.

■ Research Skills Module

As a preparation for the master thesis, students undertake a research skills module comprising workshops in research methodology. They are invited to identify appropriate methodologies for their problem-solving strategies, including data collection, data analysis and evaluation of relevant literature, in order to reach evidence-based conclusions.

■ Master Thesis

All students will write a master thesis at the end of their masters programme. The thesis is the outcome of a major business project within the framework of a project with an international company. The students themselves choose the company and the topic of their thesis and formulate the research question at the MBA level. It is the purpose of the master thesis to develop our students' ability to relate objectives, evidence and conclusions in a coherent and rational manner. Students must apply scientific theories and methods. The work on the master thesis is fixed at 15 ECTS and corresponds to six months part-time study.

■ Research Supervisor

Each student has a research supervisor for advice and for the discussion of challenges arising during their research period. Further experts with business experience are involved.

Programme Fee

Programme fees are paid on a course-by-course basis. This enables students to spread the cost across the duration of their studies. The fee per course is CHF 2 800 and is payable to FHNW, School of Business. This includes the comprehensive course material, access to the interactive learning platform of EBS and tuition in Basel.

Students will be charged an additional examination fee of GBP 160 examination fees per course.

■ Teaching

Tuition will be offered on the FHNW Basel Campus.

Assessment

Assessment of knowledge, understanding and key skills is carried out by means of a written examination for the core courses and either a written assignment or portfolio, an examination or any combination of these for the elective courses.

All assessments are submitted on an individual basis.

There are three examination weeks per year:

April/May, August and December

Assessment of each core course exam consists of a written examination. All questions are compulsory. Exam scripts are marked by EBS and FHNW Faculty and are rigorously scrutinised by external examiners from other UK universities.

Students are permitted a maximum of two examination attempts for each course.

Final Degree

Upon successful completion of this postgraduate programme, students are awarded the dual degree (100 ECTS), which consists of:

– Master of Business Administration FHNW

Cross-Cultural Leadership

(University of Applied Sciences and Arts Northwestern Switzerland, School of Business Basel/Brugg/Olten)

– Master of Business Administration

(Heriot-Watt University, Edinburgh Business School, UK)

Contact

**University of Applied Sciences and Arts
Northwestern Switzerland
School of Business**

Peter Merian-Strasse 86
4002 Basel
Switzerland

Programme Head

Dr. Laila Kabous
T +41 61 279 17 36
laila.kabous@fhnw.ch

Stefan Philippi
T +41 61 279 18 86
stefan.philippi@fhnw.ch

Administration

Fabienne Stork
T +41 61 279 17 56
fabienne.stork@fhnw.ch

Dominique Ongaro
T +41 61 279 18 65
dominique.ongaro@fhnw.ch



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School of Business
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The following faculties of the University of Applied Sciences and Arts Northwestern Switzerland offer Master programmes:

- School of Applied Psychology
- School of Architecture, Civil Engineering and Geomatics
- Academy of Art and Design
- School of Life Sciences
- Academy of Music
- School of Teacher Education
- School of Social Work
- School of Engineering
- **School of Business**

University of Applied Sciences and Arts
Northwestern Switzerland
School of Business
Peter Merian-Strasse 86
4052 Basel
T +41 (0) 848 821 011
info.business@fhnw.ch



www.fhnw.ch/business

