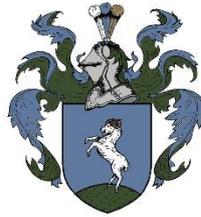


# UIBS



United  
International  
Business  
Schools

*dedicated to cross-cultural education with a global perspective*

[www.UIBS.org](http://www.UIBS.org)

## ADMISSIONS CATALOG GRADUATE/MASTER/MBA



● ● ● Global  
● ● ● Education  
● ● ● Corporation

**Europe:** Amsterdam | Antwerp | Barcelona | Brussels | Geneva | Lausanne | Madrid | Milan | Zurich

**Global:** Tokyo

# CONTENTS

|   |    |
|---|----|
| Introduction .....                                      | 4  |
| Mission Statement .....                                 | 5  |
| Accreditation.....                                      | 5  |
| Graduate Programs.....                                  | 6  |
| Program overview .....                                  | 6  |
| Specializations .....                                   | 6  |
| Program details .....                                   | 7  |
| Program requirements.....                               | 9  |
| Program options.....                                    | 11 |
| Career perspectives.....                                | 12 |
| Teaching methods.....                                   | 12 |
| Alternative studies .....                               | 12 |
| Student profile .....                                   | 13 |
| Graduate Courses .....                                  | 14 |
| Pre-Master Courses.....                                 | 15 |
| Courses in Asian Management.....                        | 15 |
| Courses in Business Communication.....                  | 15 |
| Courses in Design Management.....                       | 15 |
| Courses in e-Business.....                              | 16 |
| Courses in European Management.....                     | 16 |
| Courses in Fashion Management .....                     | 16 |
| Courses in Financial Management .....                   | 17 |
| Courses in Global Banking.....                          | 17 |
| Courses in Human Resource Management.....               | 17 |
| Courses in International Entrepreneurship.....          | 18 |
| Courses in International Economics.....                 | 18 |
| Courses in International Management .....               | 18 |
| Courses in Marketing Management.....                    | 19 |
| Courses in Operations Management.....                   | 19 |
| Courses in Small Business Management.....               | 20 |
| Courses in Sports Management .....                      | 20 |
| Courses in Technology Management.....                   | 22 |
| Courses in Tourism and Hospitality Management .....     | 22 |
| Courses in Transportation and Logistics Management..... | 22 |
| Course Overviews .....                                  | 23 |
| Courses in Finance.....                                 | 23 |
| Courses in Human Resources.....                         | 23 |

|  |    |
|--|----|
| Courses in Information Systems.....                          | 24 |
| Courses in Management .....                                  | 24 |
| Courses in Marketing .....                                   | 25 |
| Courses in Operations .....                                  | 25 |
| Courses in Quantitative Topics.....                          | 26 |
| Admission.....   | 27 |
| Step-by-step guide.....                                      | 27 |
| Required application documents .....                         | 28 |
| Submitting your application .....                            | 28 |
| Language criteria.....                                       | 29 |
| Exchange students .....                                      | 29 |
| Transfer students .....                                      | 29 |
| Making payments.....   | 29 |
| Student visa guidelines .....                                | 30 |
| Student visas for Belgium, Italy, Spain and Switzerland..... | 30 |
| Student visas for the Netherlands or Japan .....             | 31 |
| Student Services.....  | 32 |
| Finding accommodation.....                                   | 32 |
| Academic guidance and student counseling .....               | 32 |
| Career preparation and job placement.....                    | 32 |
| Working paperless in the digital age .....                   | 32 |
| Contact.....   | 33 |
| Notes.....   | 34 |
| Disclaimer .....   | 35 |

## INTRODUCTION

The **United International Business Schools** organization (UIBS) is an independent and accredited private higher education institution with campuses in Europe and Asia. UIBS offers flexible business and management studies at the Undergraduate, Graduate and Postgraduate level.



Our **flexible study programs** are based on the **American model of higher education**, allowing students to choose their courses based on program requirements, previous studies, current interests and future ambitions.



Students can choose between **multiple starting dates** in the **fall, winter, spring and summer** of each academic year. Our modular course design and program structure allows for optimal further education planning.



Students can **transfer between campuses** on a quarterly basis with **guaranteed program compatibility**. Our quarter-based academic calendar allows for a continuous study abroad experience across Europe and Asia.



Our **truly global community** of students, faculty and staff is made up of **85+ different nationalities** from around the world, with students showing great appreciation for cultural diversity and entrepreneurial initiative.



Academically qualified and **professionally experienced professors** link theory and practice by bringing **contemporary case studies** into the classroom, preparing students to become the global leaders of the future.



**Small class sizes** of up to 30 students allow professors to use **interactive teaching methods**, thereby increasing group interaction, improving group dynamics and building long-lasting connections among students.

***"the inspiring excellence of a private college,  
the stimulating advantage of a small-scale environment"***

# MISSION STATEMENT

The **United International Business Schools** organization aspires to be acknowledged as a private and independent business school of first choice for the quality of its undergraduate, graduate and postgraduate programs and courses. We strive to provide students the inspiring excellence of a private college, combined with the stimulating advantage of a small-scale, cross-cultural and English-speaking environment.

Our study programs and teaching methods are in line with international standards in higher education and are undergoing a continuous process of self-evaluation and self-improvement by means of internal and external quality validation in order to guarantee minimum quality standards. Among our faculty and staff we emphasize qualities such as innovation, flexibility and a continuous sense of advancement.

Our organization, being internationally commended for its academic contributions to professional business and management education, serves a highly unique and culturally diverse student body and endorses both academic advancement and personal growth among its students. Besides accomplishing our mission through academic excellence, ingenious extra-curricular activities and distinguishing cultural alliances, we are dedicated to the following educational resolutions:

- ✓ To offer highly-competitive career-oriented academic study programs at the undergraduate, graduate and postgraduate levels in full-time and part-time formats;
- ✓ To offer a range of flexible non-degree programs to meet the needs of individual students, companies and organizations in the framework of lifelong learning;
- ✓ To uphold excellent quality standards in our academic curricula, pragmatic teaching methods and personalized student services;
- ✓ To welcome qualified students, faculty and staff of all backgrounds, nationalities and religions;
- ✓ To equip students with well-developed analytical, conceptual, quantitative and interpersonal skills;
- ✓ To provide an opportunity to develop specific skills in accordance with one's interests and talents;
- ✓ To develop among students an understanding of cross-cultural management, global leadership and business ethics;
- ✓ To increase students' competence in global thinking by offering a dynamic and truly international study environment.

# ACCREDITATION

The Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) degree programs at the Amsterdam, Antwerp, Barcelona, Brussels, Madrid, Lausanne, Tokyo and Zurich campuses are accredited by the **European Council for Business Education (ECBE)**, a registered affiliate of the European Association for Quality Assurance in Higher Education (ENQA).



The Antwerp, Barcelona, Brussels and Zurich campuses are a candidate for accreditation with the **Accreditation Council for Business Schools and Programs (ACBSP)**, an organization recognized by the Council for Higher Education Accreditation (CHEA) in the United States of America.



The Lausanne and Zurich campuses are certified by **EduQua**, the Swiss quality label for further education.



The Antwerp and Brussels campuses are certified by **Qfor**, a European quality label for training institutions.



The Antwerp and Brussels campuses are registered with the "Agentschap Innoveren en Ondernemen" department from the Flemish Ministry of Economic Affairs as an education provider in the "KMO-portefeuille" subsidy program. (registration number DV.O104194)



# GRADUATE PROGRAMS

## PROGRAM OVERVIEW

Our graduate programs, each with different program requirements, are based on and are fully compatible with the established European and American educational systems. The European guidelines for higher education are outlined in the Bologna agreements. Some programs allow students to choose a specialization. Once a minimum number of credits has been earned, a request for graduation can be submitted. Not all programs are offered at all campuses. Refer to the program schedule for further details.

- 🌿 **Pre-Master Program** (+30 credits)
  - This optional program allows students who do not hold a business-related Bachelor degree or equivalent to earn up to an additional 30 credits in leveling courses in order to be fully prepared for our graduate programs. Refer to the graduate admission requirements for further details.
- 🌿 **MBS - Master in Business Studies** (60 credits) (choose optional specialization)
- 🌿 **MBA - Master of Business Administration** (60 credits)
- 🌿 **MA - Master of Arts in Fashion Management** (60 credits)
- 🌿 **MA - Master of Arts in Human Resource Management** (60 credits)
- 🌿 **MA - Master of Arts in Marketing Management** (60 credits)
- 🌿 **MS - Master of Science in Financial Management** (60 credits)
- 🌿 **MS - Master of Science in Operations Management** (60 credits)
- 🌿 **Graduate Certificate in Business Studies** (12 credits)
- 🌿 **Graduate Certificate in Fashion Management** (12 credits)
- 🌿 **Graduate Certificate in Financial Management** (12 credits)
- 🌿 **Graduate Certificate in Human Resource Management** (12 credits)
- 🌿 **Graduate Certificate in Marketing Management** (12 credits)
- 🌿 **Graduate Certificate in Operations Management** (12 credits)
- 🌿 **Graduate Study Abroad Program** (10-60 credits)
- 🌿 **Customized Program**
  - Credits earned with one or more modular courses can be counted towards a certificate or degree.

## SPECIALIZATIONS

**Specializations** (for MBS program only)

- 🌿 Asian Management
- 🌿 Business Communication
- 🌿 Design Management
- 🌿 e-Business
- 🌿 European Management
- 🌿 Fashion Management
- 🌿 Global Banking
- 🌿 International Economics
- 🌿 International Entrepreneurship
- 🌿 International Management
- 🌿 Small Business Management
- 🌿 Sports Management
- 🌿 Technology Management
- 🌿 Tourism and Hospitality Management
- 🌿 Transportation and Logistics Management

## PROGRAM DETAILS

### Language

All courses are taught entirely in English at all campuses.

### Duration

Depending on the number of credits attempted per quarter, the course selection and the course planning, full-time students may, for example, earn a Master degree in 1 academic year of 9 months, for a total of 3 quarters of 20 credits each; or in 1 academic year of 12 months, for a total of 4 quarters of an average of 15 credits each. Earning credits during the summer quarter will speed up the studies.

Part-time students may, for example, earn a Graduate Certificate in 1 academic year of 9 months, for a total of 3 quarters of 4 credits each, or, in case of a Graduate Certificate in Business Studies, in 3 to 12 months depending on the number of credits attempted per quarter, the course selection and the course planning. Part-time studies are available only for students with a national passport or residence permit.

### Schedules

Courses are scheduled from Monday to Friday between 8:30 and 18:30, typically in sessions of 3 hours each. To accommodate part-time students at main campuses, several core courses are scheduled during the evening from 19:00 to 22:00, and several courses are scheduled during the weekend on Saturdays. Several other courses are scheduled in an intensive seminar format with visiting professors at all campuses to accommodate part-time executive students. Fostering inter-campus exchanges and networking, students are recommended to join these courses also at other campuses. Refer to the course planning for further details on the availability of weekday, evening, weekend and seminar courses. Additional courses may be available online; additional academic policies and conditions will apply.

### Credits

Courses are assigned a number of credits, indicating the estimated workload. Each credit equals up to 30 learning hours, including contact hours, exam hours, self-study hours and group-study hours. Contact hours vary depending on total student enrollments per course. The workload of a typical full-time graduate student amounts to 20 credits per quarter and to 600 learning hours.

| <u>Program</u>       | <u>European Credits (ECTS)</u> | <u>American quarter credits</u> | <u>American semester credits</u> |
|----------------------|--------------------------------|---------------------------------|----------------------------------|
| Master               | 60                             | 60                              | 40                               |
| Graduate Certificate | 12                             | 12                              | 8                                |

### Courses

Graduate courses are divided into core courses and specialization courses. Electives can be chosen from any of the scheduled courses offered at the graduate level. Specialization courses are scheduled based on enrollments and may not be available at all campuses. Specialization courses scheduled are available to all students also as electives. Refer to the program schedule for further details. Refer to the course overview for the list of available courses. Students are recommended to complete courses and earn credits at the highest level possible.

### Program requirements

Switching to another program once the studies have started is possible as long as the program requirements are met by the end of the studies. Therefore, the decision to switch should be made as early as possible to avoid not meeting the program requirements within the intended program duration.

## Grading system

Students are assessed on a combination of attendance, participation, individual assignments, group assignments and exams. Assignments may include reading materials, term papers, reports, presentations, and others. The combination of these assessments provides students with an equal opportunity to demonstrate their skills and knowledge. The minimum passing grade is D (60%). In case of an FX grade, students have the option to request a second exam in order to obtain the minimum passing grade of 60%. The Grade Point Average (GPA) is calculated on a 4.0 scale.

| <u>Percentage</u> | <u>Grade</u> | <u>Definition</u> |
|-------------------|--------------|-------------------|
| 90 to 99          | A            | Excellent         |
| 80 to 89          | B            | Good              |
| 70 to 79          | C            | Average           |
| 60 to 69          | D            | Poor              |
| 50 to 59          | FX           | Unsatisfactory    |
| 0 to 49           | F            | Fail              |

| <u>Percentage</u> | <u>GPA</u> | <u>Academic honors</u> |
|-------------------|------------|------------------------|
| 90                | 3.6        | Summa Cum Laude        |
| 85                | 3.4        | Magna Cum Laude        |
| 80                | 3.2        | Cum Laude              |

## Diploma

Upon successful completion of the study program students receive an international private graduate certificate or degree awarded by the school's headquarters in Zurich, Switzerland, based on the recommendation of the faculty of the local campuses where credits were earned. Our study programs are based on and are fully compatible with the established European and American educational systems.

## Admission

Because of the program's flexible structure and modular design, multiple starting dates are available in October, November, January, February, April, May, July and August. Refer to the academic calendar for the exact starting dates. Graduate programs are offered at all campuses. Refer to the program schedule for an overview of the campuses where certain majors and minors are offered. Refer to the admission section for details on how to apply. When applying, please adhere to the application procedures and guidelines.

## Admission requirements

- ✓ proficiency in the English language (refer to the admission section for further details)
- ✓ Bachelor degree (or equivalent)
  - No distinction is made between academic or professional Bachelor degrees.
  - Degrees with 180 European credits or 120 American semester credits are considered equivalent.
  - Students who do not hold a business-related Bachelor degree or equivalent may be required to complete an inbound assessment test prior to starting the graduate program, and, depending on the results, earn an additional number of credits in leveling courses from the Pre-Master program in order to be fully prepared for our graduate programs.
  - Students who do not hold a Bachelor degree or equivalent should apply for a Bachelor degree program, or for the Undergraduate Diploma top-up program. Refer to the undergraduate admissions catalog for further details. Students who have 15 or more years of relevant work experience may apply directly for the Pre-Master program and will be required to complete an inbound assessment test prior to starting the graduate program, and, depending on the results, earn an additional number of credits in specific undergraduate courses.

*e.g. Students who wish to earn a Master degree and who are required to complete the full Pre-Master program will need to earn 30 + 60 credits.*

## PROGRAM REQUIREMENTS



### Pre-Master

|                      |                        |
|----------------------|------------------------|
| <u>Total</u>         | 30 credits             |
| Courses (Pre-Master) | 30 credits / 6 courses |



### MBS - Master in Business Studies (without optional specialization)

|              |                         |
|--------------|-------------------------|
| <u>Total</u> | 60 credits              |
| Electives    | 52 credits / 26 courses |
| Thesis       | 8 credits               |



### MBS - Master in Business Studies (with optional specialization)

|                          |                         |
|--------------------------|-------------------------|
| <u>Total</u>             | 60 credits              |
| Courses (core)           | 24 credits / 12 courses |
| Courses (specialization) | 6 credits / 3 courses   |
| Electives                | 22 credits / 11 courses |
| Thesis                   | 8 credits               |



### MBA - Master of Business Administration

|                      |                        |
|----------------------|------------------------|
| <u>Total</u>         | 60 credits             |
| Courses (Finance)    | 6 credits / 3 courses  |
| Courses (HRM)        | 6 credits / 3 courses  |
| Courses (Marketing)  | 6 credits / 3 courses  |
| Courses (Operations) | 6 credits / 3 courses  |
| Courses (core)       | 12 credits / 6 courses |
| Electives            | 16 credits / 8 courses |
| Thesis               | 8 credits              |



### MA - Master of Arts in Fashion Management

|                     |                          |
|---------------------|--------------------------|
| <u>Total</u>        | 60 credits               |
| Courses (Fashion) * | 12 credits / 6 courses * |
| Courses (core)      | 24 credits / 12 courses  |
| Electives           | 16 credits / 8 courses   |
| Thesis              | 8 credits                |



### MA - Master of Arts in Human Resource Management

|                |                         |
|----------------|-------------------------|
| <u>Total</u>   | 60 credits              |
| Courses (HRM)  | 12 credits / 6 courses  |
| Courses (core) | 24 credits / 12 courses |
| Electives      | 16 credits / 8 courses  |
| Thesis         | 8 credits               |



### MA - Master of Arts in Marketing Management

|                     |                         |
|---------------------|-------------------------|
| <u>Total</u>        | 60 credits              |
| Courses (Marketing) | 12 credits / 6 courses  |
| Courses (core)      | 24 credits / 12 courses |
| Electives           | 16 credits / 8 courses  |
| Thesis              | 8 credits               |

|   |                         |
|---|-------------------------|
|  <b>MS - Master of Science in Financial Management</b> |                         |
| <u>Total</u>  | <u>60 credits</u>       |
| Courses (Finance)   | 12 credits / 6 courses  |
| Courses (core)  | 24 credits / 12 courses |
| Electives   | 16 credits / 8 courses  |
| Thesis  | 8 credits               |

|  |                         |
|--|-------------------------|
|  <b>MS - Master of Science in Operations Management</b> |                         |
| <u>Total</u>   | <u>60 credits</u>       |
| Courses (Operations)   | 12 credits / 6 courses  |
| Courses (core)   | 24 credits / 12 courses |
| Electives  | 16 credits / 8 courses  |
| Thesis   | 8 credits               |

|   |                        |
|---|------------------------|
|  <b>Graduate Certificate in Business Studies</b> |                        |
| <u>Total</u>  | <u>12 credits</u>      |
| Electives   | 12 credits / 6 courses |

|   |                          |
|---|--------------------------|
|  <b>Graduate Certificate in Fashion Management</b> |                          |
| <u>Total</u>  | <u>12 credits</u>        |
| Courses (Fashion) *   | 12 credits / 6 courses * |

|   |                        |
|---|------------------------|
|  <b>Graduate Certificate in Financial Management</b> |                        |
| <u>Total</u>  | <u>12 credits</u>      |
| Courses (Finance)   | 12 credits / 6 courses |

|  |                        |
|--|------------------------|
|  <b>Graduate Certificate in Human Resource Management</b> |                        |
| <u>Total</u>   | <u>12 credits</u>      |
| Courses (HRM)  | 12 credits / 6 courses |

|   |                        |
|---|------------------------|
|  <b>Graduate Certificate in Marketing Management</b> |                        |
| <u>Total</u>  | <u>12 credits</u>      |
| Courses (Marketing)   | 12 credits / 6 courses |

|  |                        |
|--|------------------------|
|  <b>Graduate Certificate in Operations Management</b> |                        |
| <u>Total</u>   | <u>12 credits</u>      |
| Courses (Operations)   | 12 credits / 6 courses |

\* GSCFM20x courses are charged differently. Refer to the program fees overview for details.

## PROGRAM OPTIONS

The **Global Master Program** allows students to study on 3 different continents, ie. Europe, Asia and North America. Students are required to earn a minimum of 10 credits at any of our campuses in Europe, a minimum of 10 credits at our Satellite Campus in Tokyo, Japan, and can transfer a maximum of 22.5 credits from the New York Extension Program. The remaining credits can be earned at any of our campuses in Europe and Asia.

The **Dual Master Program** allows students to earn an additional 30 credits (or 3 additional terms) for a total of 90 and earn two Master degrees. Any combination of programs is possible, including those offered by our sister institution, the European College for Liberal Studies ([www.ECLS.org](http://www.ECLS.org)). The applicable program requirements will depend on the combination of programs.

*e.g. a Master of Business Administration in combination with a Master of Arts in Marketing Management*

The **Study Abroad** option allows students to transfer for one or more quarters to another campus without experiencing program interruptions or extensions. Courses and programs remain fully compatible across all campuses, however not all specializations are available at all campuses. Refer to the program schedule for further details.

The **New York Extension Program** is operated by a local academic partner institution and is available to all graduate students who wish to complete a study abroad period of up to 6 months in downtown Manhattan for a maximum of 22.5 credits.

The **Part-time Studies** option allows students with flexible working hours to complete courses that fit with their schedule, including evening, weekend, seminar and online courses, and to spread their studies over a longer period of time, earning fewer than 15 credits per quarter. Part-time studies are available only for students with a national passport or residence permit.

*e.g. earning half the typical number of credits equals twice the duration of the full-time program*

The **Private Tutoring** and **Private Coaching** options allow students to schedule additional one-on-one sessions with professors or study coaches to catch up on missed contact hours or to receive additional academic support. Sessions are charged per hour and take place on-campus at a time that is convenient for both the student and professor or coach.

The **Internship** option encourages students to put their **skills and knowledge** into practice through offers received by our Careers Department from regional and international companies and organizations. No credits can be awarded for internships. Internship agreements of up to 3 months are available only for students with a national passport or residence permit and cannot be considered for a student visa extension.

## CAREER PERSPECTIVES

Our study programs and courses are career-oriented in nature and provide students with a high level of flexibility throughout their graduate studies. Focusing on a broad range of specialized subject matters, students are equipped with the necessary **skills and knowledge** to be successful in today's global economy, and are prepared for a wide variety of professional development and career opportunities.

Graduate programs are an excellent choice for recent college and university graduates who would like to see their employability in today's job market increase by engaging in rigorous and academically challenging graduate studies to obtain a relevant academic qualification in the field of business and management.

Upon graduation, students mainly start or advance their careers with mid to upper-level management positions in national and multinational companies and organizations in various economic sectors. Others decide to launch a new business venture or join an existing family business. Students can also choose to continue their studies without interruption in almost any of our other graduate and postgraduate programs to further enhance their career prospects.

## TEACHING METHODS

Our learning environment is centered around the guided learning methodology, placing more emphasis on individual learning and group study sessions, and less emphasis on a lecture-based methodology.

The guided learning methodology results in fewer lectures but more group study sessions. During these sessions, students are expected to explore and review course content as well as work on group projects and case studies assigned by the professor. The course content, group projects and case studies will then be discussed during the next class session.

Our approach to guided learning is based on Kolb's learning cycle, which combines concrete experience, reflective observation, abstract conceptualization and active experimentation. This approach leads to a reflective learning process whereby each individual student can study in the most suitable way, focusing on theoretical concepts and their practical implementation.

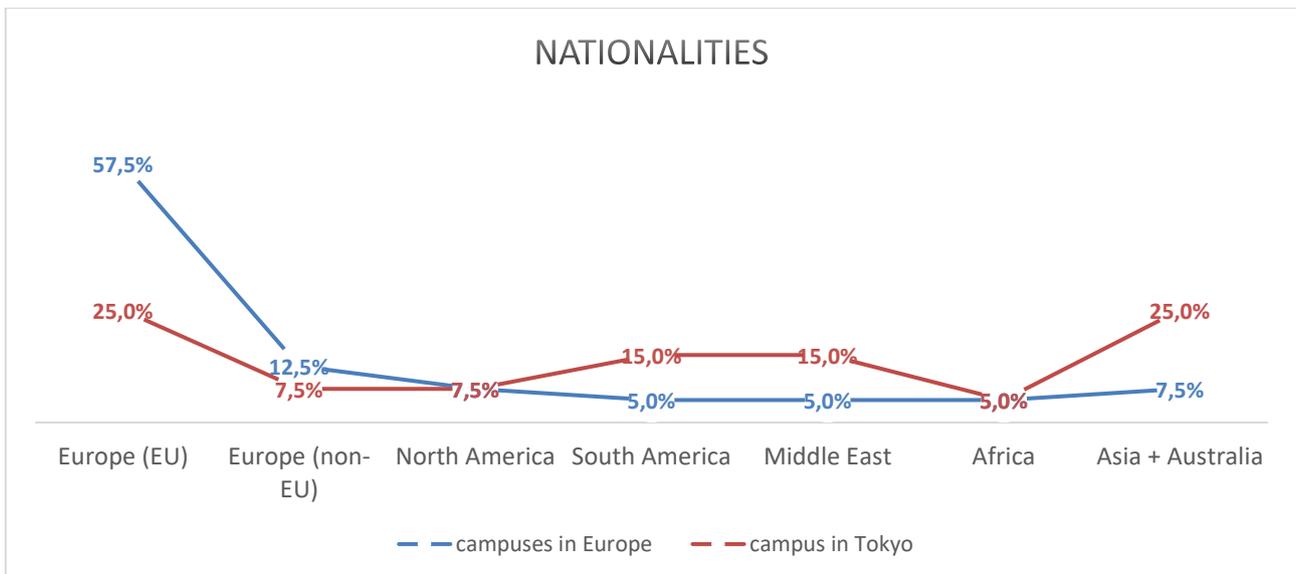
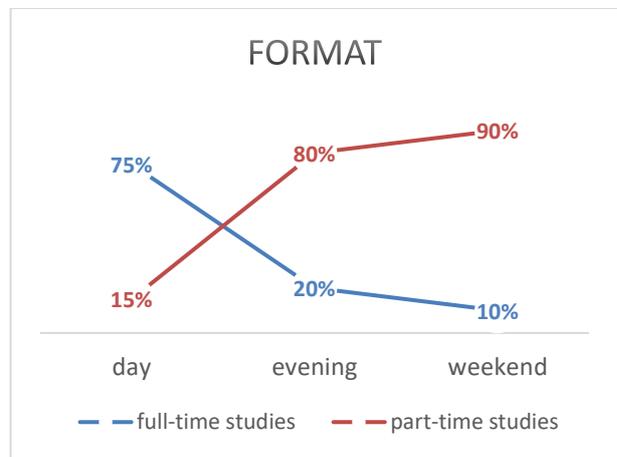
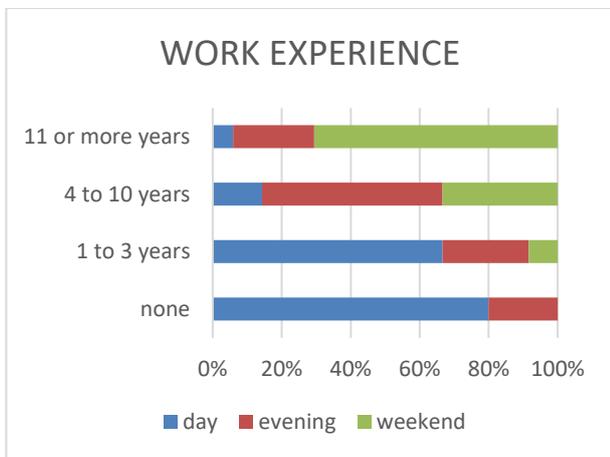
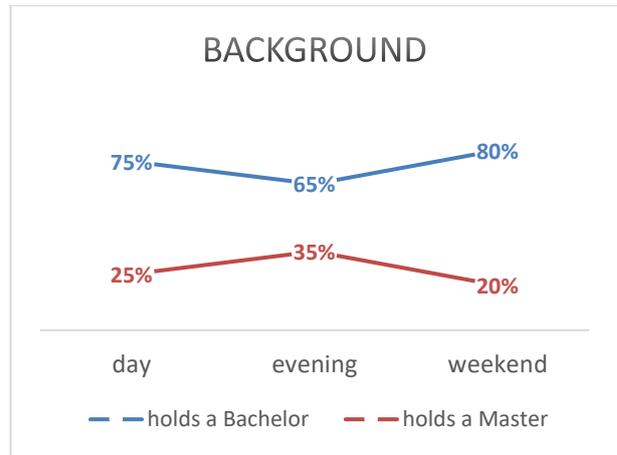
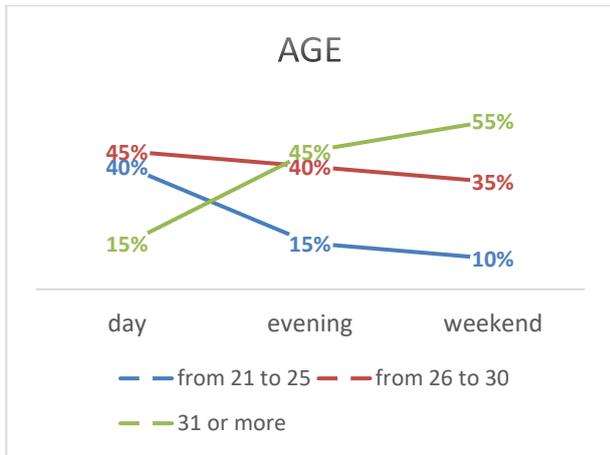
The guided learning methodology is an exciting opportunity for both students and professors to create a flexible, challenging, motivational and stimulating learning environment - one that will equip and develop students with the necessary skills and knowledge to perform in teams and be successful in today's organizational culture.

## ALTERNATIVE STUDIES



Learn more about our sister institution, the **European College for Liberal Studies (ECLS)**, offering flexible liberal and global studies at the Graduate/Master/MA level with several specializations.

## STUDENT PROFILE



# GRADUATE COURSES

While all efforts have been made to ensure that the list of courses is complete and accurate at the time of printing, we do reserve the right to make changes to the list as well as to the course planning without prior notice.

All courses are subject to availability and are scheduled based on actual student enrollments and professor availability. Most Graduate courses are available at all campuses. For the Antwerp and Brussels campuses, some courses may be split between campuses. For all other campuses, some courses may be scheduled virtually only.

## **Course planning**

All graduate courses are planned either during the fall, winter, spring or summer quarter of each academic year, either during weekdays, evenings, weekends, or on a seminar basis. All campuses follow a strict course planning. The summer quarter is not available at extension campuses. Deviations from the course planning typically only occur in relation to professor availability and to specific program requirements from students. We reserve the right to make change to the course planning without prior notice.

## **Course scheduling**

Most courses related to the BUS, MAN, MAR, FIN, HUM and OPE teaching areas are scheduled each academic year across the fall, winter, spring and summer quarters. The scheduling of additional courses in these and other teaching areas is based entirely on applications received for certain specializations as well as on the total number of students enrolled, and will thus vary from campus to campus. Refer to the Program Schedule for an overview of specializations available at each campus. Students may still apply for certain specializations not available at certain campuses, but the actual scheduling of courses cannot be guaranteed in such case. Those courses may however be attended in a virtual format, a seminar format at other campuses, or in an online format, depending on availability.

## PRE-MASTER COURSES

### Level 400

-  UGFC401 - Advanced Business Accounting (5)
-  UGFC402 - Advanced Business Calculus (5)
-  UGFC403 - Advanced Business Finance (5)
-  UGFC404 - Advanced Global Economics (5)
-  UGFC405 - Advanced Global Management (5)
-  UGFC406 - Advanced Global Marketing (5)

## COURSES IN ASIAN MANAGEMENT

### Level 500

-  Asian Brand Strategy
-  Asian Economic Integration
-  Asian Perspectives on Management
-  Comprehensive Cases in Asian Management
-  Doing Business in Asia
-  Graduate Research Project in Asian Management

### Level 600

-  Graduate Capstone Project in Asian Management
-  Graduate Thesis in Asian Management

## COURSES IN BUSINESS COMMUNICATION

### Level 500

-  Business Communication in Practice
-  Comprehensive Cases in Business Communication
-  Crisis Management
-  Digital Communication
-  Effective Public Relations
-  Event Management in Practice
-  Graduate Research Project in Business Communication
-  Negotiation Techniques

### Level 600

-  Graduate Capstone Project in Business Communication
-  Graduate Thesis in Business Communication

## COURSES IN DESIGN MANAGEMENT

### Level 500

-  Applied Design Marketing
-  Applied Design Strategies
-  Brand Management
-  Comprehensive Cases in Design Management
-  Design Management in Practice
-  Event Management in Practice

-  Graduate Research Project in Design Management
-  Innovation and Entrepreneurship
-  Luxury Management
-  Product Management

#### **Level 600**

-  Graduate Capstone Project in Design Management
-  Graduate Thesis in Design Management

## **COURSES IN E-BUSINESS**

#### **Level 500**

-  Comprehensive Cases in e-Business
-  Digital Business Marketing
-  e-Commerce
-  Graduate Research Project in e-Business
-  The Digital Economy
-  Digital Business Analysis

#### **Level 600**

-  Graduate Capstone Project in e-Business
-  Graduate Thesis in e-Business

## **COURSES IN EUROPEAN MANAGEMENT**

#### **Level 500**

-  Comprehensive Cases in European Management
-  Doing Business in Europe
-  European Monetary and Fiscal Policy
-  Graduate Research Project in European Management

#### **Level 600**

-  Graduate Capstone Project in European Management
-  Graduate Thesis in European Management

## **COURSES IN FASHION MANAGEMENT**

#### **Level 500**

-  Applied Fashion Strategies
-  Brand Management
-  Comprehensive Cases in Fashion Management
-  Event Management in Practice
-  Fashion Ethics
-  Graduate Research Project in Fashion Management
-  Innovation and Entrepreneurship
-  Luxury Management
-  Product Management
-  Fashion Innovation and Entrepreneurship
-  Fashion Management in Practice

-  Applied Retail Strategies

#### **Level 600**

-  Graduate Capstone Project in Fashion Management
-  Graduate Thesis in Fashion Management

## **COURSES IN FINANCIAL MANAGEMENT**

#### **Level 500**

-  Applied Financial Calculus
-  Applied International Financial Management
-  Budgeting
-  Capital Budgeting
-  Comprehensive Cases in Financial Management
-  Cost-Volume-Profit Analysis
-  Financial Risk Management
-  Financial Statement Analysis
-  Graduate Research Project in Financial Management
-  Mergers and Acquisitions
-  Working Capital Management

#### **Level 600**

-  Graduate Capstone Project in Financial Management
-  Graduate Thesis in Financial Management

## **COURSES IN GLOBAL BANKING**

#### **Level 500**

-  Comprehensive Cases in Global Banking
-  Derivative Products
-  European Monetary and Fiscal Policy
-  Financial Markets and Banking Systems
-  Financial Risk Management
-  Graduate Research Project in Global Banking
-  International Economics and Policy
-  Investment Banking and Securities Markets

#### **Level 600**

-  Graduate Capstone Project in Global Banking
-  Graduate Thesis in Global Banking

## **COURSES IN HUMAN RESOURCE MANAGEMENT**

#### **Level 500**

-  Change Management
-  Compensation Strategy and Systems
-  Comprehensive Cases in Human Resource Management
-  Graduate Research Project in Human Resource Management
-  International Labor Relations

-  Leadership and Management
-  Managing Across Cultures
-  Personnel Performance Management
-  Personnel Planning and Work Design
-  Personnel Recruitment and Selection
-  Personnel Training and Development
-  Knowledge Management

#### **Level 600**

-  Graduate Capstone Project in Human Resource Management
-  Graduate Thesis in Human Resource Management

## **COURSES IN INTERNATIONAL ENTREPRENEURSHIP**

#### **Level 500**

-  Budgeting
-  Business Compliance
-  Cost-Volume-Profit Analysis
-  e-Commerce
-  Innovation and Entrepreneurship
-  Leadership and Management
-  Patents and Trademarks
-  The Sustainable Enterprise

#### **Level 600**

-  Graduate Capstone Project in International Entrepreneurship
-  Graduate Thesis in International Entrepreneurship

## **COURSES IN INTERNATIONAL ECONOMICS**

#### **Level 500**

-  Asian Economic Integration
-  European Monetary and Fiscal Policy
-  International Economics and Policy
-  The Digital Economy

#### **Level 600**

-  Graduate Capstone Project in International Economics
-  Graduate Thesis in International Economics

## **COURSES IN INTERNATIONAL MANAGEMENT**

#### **Level 500**

-  Applied International Financial Management
-  Business Compliance
-  Business Intelligence
-  Change Management
-  Comprehensive Cases in International Management
-  Crisis Management

- 🌿 Enterprise Resource Planning
- 🌿 Globalization and Integration
- 🌿 Graduate Research Project in International Management
- 🌿 International Business and Management
- 🌿 International Economics and Policy
- 🌿 Management Science
- 🌿 Managing Across Cultures
- 🌿 Mergers and Acquisitions
- 🌿 Negotiation Techniques
- 🌿 Patents and Trademarks
- 🌿 Project Management
- 🌿 The Sustainable Enterprise
- 🌿 Total Quality Management
- 🌿 Digital Business Analysis

#### **Level 600**

- 🌿 Graduate Capstone Project in International Management
- 🌿 Graduate Thesis in International Management

## **COURSES IN MARKETING MANAGEMENT**

#### **Level 500**

- 🌿 Analyzing Marketing Opportunities
- 🌿 Applied Consumer Behavior
- 🌿 Applied Design Marketing
- 🌿 Asian Brand Strategy
- 🌿 Brand Management
- 🌿 Budgeting
- 🌿 Comprehensive Cases in Marketing Management
- 🌿 Creative Advertising
- 🌿 Developing Marketing Strategies
- 🌿 Digital Business Marketing
- 🌿 e-Commerce
- 🌿 Graduate Research Project in Marketing Management
- 🌿 Planning Marketing Programs
- 🌿 Product Management
- 🌿 Sales Management
- 🌿 Applied Retail Strategies

#### **Level 600**

- 🌿 Graduate Capstone Project in Marketing Management (for Dual Master students only)
- 🌿 Graduate Thesis in Marketing Management

## **COURSES IN OPERATIONS MANAGEMENT**

#### **Level 500**

- 🌿 Business Intelligence
- 🌿 Comprehensive Cases in Operations Management
- 🌿 Enterprise Resource Planning
- 🌿 Graduate Research Project in Operations Management

-  Inventory Control Systems
-  Management Science
-  Managing the Supply Chain
-  Operational Decision-making Tools
-  Operations Management
-  Production Management
-  Project Management
-  Total Quality Management

#### **Level 600**

-  Graduate Capstone Project in Operations Management
-  Graduate Thesis in Operations Management

## **COURSES IN SMALL BUSINESS MANAGEMENT**

#### **Level 500**

-  Applied Business Strategies
-  Budgeting
-  Business Compliance
-  Change Management
-  Comprehensive Cases in Small Business Management
-  Cost-Volume-Profit Analysis
-  Crisis Management
-  e-Commerce
-  Event Management in Practice
-  Graduate Research Project in Small Business Management
-  Innovation and Entrepreneurship
-  Leadership and Management
-  Managing the Family Business
-  Operations Management
-  Patents and Trademarks
-  Production Management
-  Project Management
-  Sales Management
-  The Sustainable Enterprise
-  Working Capital Management
-  Applied Retail Strategies

#### **Level 600**

-  Graduate Capstone Project in Small Business Management
-  Graduate Thesis in Small Business Management

## **COURSES IN SPORTS MANAGEMENT**

#### **Level 500**

-  Comprehensive Cases in Sports Management
-  Event Management in Practice
-  Graduate Research Project in Sports Management
-  Sports Ethics
-  Sports Management in Practice

-  Sports Psychology
-  The Business of Sports

**Level 600**

-  Graduate Capstone Project in Sports Management
-  Graduate Thesis in Sports Management

## COURSES IN TECHNOLOGY MANAGEMENT

### Level 500

-  Business Intelligence
-  Cloud Computing in Practice
-  Technology Strategies
-  Knowledge Management

### Level 600

-  Graduate Capstone Project in Technology Management
-  Graduate Thesis in Technology Management

## COURSES IN TOURISM AND HOSPITALITY MANAGEMENT

### Level 500

-  Comprehensive Cases in Tourism and Hospitality Management
-  Eco-tourism
-  Event Management in Practice
-  Graduate Research Project in Tourism and Hospitality Management
-  Hospitality Management in Practice
-  Leisure Management in Practice
-  Tourism Management in Practice

### Level 600

-  Graduate Capstone Project in Tourism and Hospitality Management
-  Graduate Thesis in Tourism and Hospitality Management

## COURSES IN TRANSPORTATION AND LOGISTICS MANAGEMENT

### Level 500

-  Comprehensive Cases in Transportation and Logistics Management
-  Graduate Research Project in Transportation and Logistics Management
-  International Transportation and Regulations
-  Inventory Control Systems
-  Logistics Management
-  Managing the Supply Chain

### Level 600

-  Graduate Capstone Project in Transportation and Logistics Management
-  Graduate Thesis in Transportation and Logistics Management

## COURSE OVERVIEWS

### COURSES IN FINANCE

#### **FIN5001 - Applied International Financial Management**

Managers of most companies must be sensitive to the international aspects of business finance. In this course, we highlight the dimension of multiple currencies and show that foreign exchange risk is a major risk to which international businesses are exposed. Effective strategies for the reduction of foreign exchange risk and direct foreign investment are discussed.

#### **FIN5002 – Budgeting**

Budgets are an important tool for effective planning and control in every organization. In this course, we describe the purpose of a budget and we distinguish a budget from a forecast and from a strategic plan. Also, the different types of budgets are considered. The process of budget preparation, together with the management control of operations, and the appraisal of operations, are also studied in depth. Variance analysis problems and comprehensive case studies guarantee a contemporary and practical approach to budgeting.

#### **FIN5003 - Capital Budgeting**

This course provides a detailed coverage of the essential Capital Budgeting evaluation techniques, such as the payback method (P.M.), net present value (N.P.V.), the profitability index (P.I.), and the internal rate of return (I.R.R.).

#### **FIN5004 - Cost-Volume-Profit Analysis**

In this course we explore the impact on profitability of both operating and financial leverage. Break-even analysis, together with the degree of operating leverage (DOL) and business risk are considered thoroughly. Also, EBIT-EPS break-even, the degree of financial leverage (DFL), and financial risk are discussed in detail. The degree of total leverage (DTL) and total company risk also form an integral part of the course.

#### **FIN5006 - Financial Statement Analysis**

To make rational decisions, managers must have analytical tools. To negotiate effectively for outside funds, one needs to be attuned to all aspects of financial analysis that outside suppliers of venture capital use in evaluating the firm. The useful tools of financial analysis and planning are the subjects of this course. Balance sheets, income statements, the use of financial ratios, trend analysis, common size and index analysis form the base for discussion.

#### **FIN5007 - Mergers and Acquisitions**

External growth is an essential requirement for the success and viability of many organizations. The main idea behind mergers and acquisitions is to create extra value for the shareholders. Strategic acquisitions, (hostile) takeovers, tender offers, strategic alliances and divestiture are thoroughly considered. Also, corporate restructuring, sell-offs, spin-offs, and leveraged buyouts form an integral part of the course.

#### **FIN5008 - Working Capital Management**

Managing an organization's working capital is a continuous activity that ensures that sufficient financial resources are available to continue operations. This involves a number of activities related to the analysis of funds flows and financial forecasting. Among the questions considered are: How much cash and inventory should we keep on hand? Should we sell on credit? What credit terms should we offer and to whom should we extend them? How and where should we obtain short-term financing? Should we purchase on credit or should we borrow short-term and pay cash?

### COURSES IN HUMAN RESOURCES

#### **HUM5001 - Compensation Strategy and Systems**

This course focuses on a specific area in Human Resource Management, that is, compensation planning and management in contemporary organizations. As organizations have sought to improve the motivation and retention of employees, compensation has become an increasingly important element of a company's strategy. This course will examine compensation theories and models, pay systems and structures, benefits, as well as internal and external fairness in compensation.

#### **HUM5002 - International Labor Relations**

This course provides a basic introduction to the field of labor relations. It gives a balanced perspective of the requirements and goals of both union and management and provides a basic overview of the Human Resource Professional's role in employee and labor relations. The course explores the topics of collective bargaining, labor unions, and legal implications of managing employee and labor relations at the work place.

### **HUM5003 - Leadership and Management**

Management is the art of getting things done through other people. Managers achieve an organization's objectives by arranging for others to do things, not by performing all the tasks themselves. Leadership is the process of influencing the actions of others to attain desired objectives. By taking this course, you will be on the right track to becoming a better and more effective leader and manager.

### **HUM5004 - Personnel Performance Management**

Every organization wants to select appropriate strategies for enhancing employee performance, focusing on results and continuous improvement, and motivating their workforce to higher levels of quality. This course addresses the contemporary and important issue for all managers and HR professionals: How to measure and develop the performance of individuals and groups and align performance with the organization's strategic objectives. Specifically, this course is designed to expose students to the methods, theories, research findings, and issues regarding employee performance in organizations. At the end of the course students will be expected to have a very good knowledge of how to design and implement performance management systems.

### **HUM5005 - Personnel Planning and Work Design**

The importance of having talented employees in the organization has become more and more evident in increasingly international and competitive industries. This course discusses the fundamental question of human resource management as a strategic element for contemporary businesses success. The course discusses theories and practices for how to plan the headcount of the organization. Students will develop skills in determining staffing needs, conducting job analysis, and designing job functions.

### **HUM5006 - Personnel Recruitment and Selection**

Today's business world is changing at a very fast pace and employers are looking for people who can adapt themselves to these ever changing and diverse situations. Companies are investing more and more in people with different educational backgrounds and job experience, making the human resource function critical for achieving competitive advantage. The course examines the importance of attracting the best employees and discusses best practices for selecting employees. Furthermore, it focuses on the critical phase of integrating new employees into the company through socialization and orientation programs.

### **HUM5007 - Personnel Training and Development**

The purpose of this course is to provide students with information and insight into the training and development function in organizations. The training and development function will be viewed from a systems approach, such that we will examine the entire cycle of Training and Development, from the assessment of training needs to the evaluation of a training program, within the context of today's organizations and the global market. Students will also be familiar with human resource techniques to employee career planning and management development.

## **COURSES IN INFORMATION SYSTEMS**

### **INF5001 - Business Intelligence**

Business Intelligence is a decision and management support systems oriented course that provides a comprehensive contemporary guide to today's ground-breaking management support system technologies and shows how these technologies can be used for better decision-making.

## **COURSES IN MANAGEMENT**

### **MAN5001 - Applied Business Strategies**

Every organization competing in an industry needs a competitive strategy. Significant benefits can be gained through an explicit process of formulating strategy, to insure that the policies and the actions of all members of the organization are coordinated and directed at a common set of goals. As such, Strategic Management aims to provide a comprehensive framework for analyzing the structure of an industry and for analyzing competitors. The development and implementation of an organization's competitive strategy, together with a systematic examination and evaluation of the important types of strategic decisions that confront organizations, is discussed properly.

### **MAN5003 - Change Management**

Change management provides in depth information on how to develop the necessary skills to pro-actively address change, and on how to face the challenges of change in the organization. Participants learn abilities to successfully cope with organizational change by examining the change process, and by trying to understand and anticipate stakeholders' reactions and responses to change.

## COURSES IN MARKETING

### **MAR5001 - Analyzing Marketing Opportunities**

Contemporary markets are changing at an incredible pace. In addition to globalization and technological change, we are also facing a rapid growth and acceptance of store brands, growing value sensitivity and an erosion of brand loyalty. In this course, we devote our time on managing marketing information and measuring market demand; scanning the marketing environment; analyzing markets and buying behavior; analyzing industries and competitors; identifying market segments, and selecting target markets.

### **MAR5002 - Applied Consumer Behavior**

This course conveys the essence of consumer behavior and relates to psychological, socio-cultural and decision-making aspects of the subject matter. Topics covered include pricing strategy, product strategy, distribution strategy, marketing communication strategy and contemporary trends and developments in consumer behavior.

### **MAR5006 - Brand Management**

Brands represent valuable intangible assets. The concept of brand equity (what happened to the brand in the past and what should happen to it in the future) provides students with a valuable perception to the understanding of the probable effects of a choice of policies for their brands. Brand Management provides insights into how to create profitable brand strategies by building, measuring, and managing brand equity.

### **MAR5007 - Creative Advertising**

Over the last decades, advertising and sales promotions have been increasingly used in an effort to build brand loyalty and long-term sales and to create an incentive to push the consumer toward an immediate purchase. This course presents the latest techniques and procedures common to the various elements of advertising and exposes the students to contemporary developments in advertising and sales promotion. The course takes note of the interrelationships of the various fields of marketing communication and also includes new media and web site advertising.

### **MAR5008 - Developing Marketing Strategies**

All organizations must formulate broad strategies and define specific marketing mixes and action plans to optimize their long-run performance. In this course, we spend considerable time on differentiating and positioning the market offering; developing new products; managing life-cycle strategies; designing marketing strategies for market leaders, challengers, followers, and niche players; and designing and managing global marketing strategies.

### **MAR5011 - Planning Marketing Programs**

Marketing is an orderly and insightful process for thinking about markets and planning for markets. In this course, topics such as managing product lines, brands and packaging; managing service businesses and product support services; designing pricing strategies and programs; selecting and managing marketing channels; managing retailing, wholesaling, and marketing logistics, are all thoroughly considered.

### **MAR5013 - Sales Management**

Sales Management prepares students to become effective and efficient sales managers in a highly competitive and global economy. To achieve this goal, the course integrates contemporary technology, research, and strategic thinking activities. Also, CRM technology is widely discussed, offering students the necessary background and skills needed to use it to make correct and adequate business decisions.

## COURSES IN OPERATIONS

### **OPE5001 - Enterprise Resource Planning**

Enterprise Resource Planning applications are paramount to a fast growing business and help organizations become more efficient and expedient because they integrate an entire organization with a single application. Through ERP all members of an organization are connected. This course offers insights that help you stay on top of the latest ERP evolutions.

### **OPE5007 - Operations Management**

This course introduces the students to the field of Production and Operations Management. The course is decision-oriented and devotes significant time to the explanation of quantitative methods that are of particular use to operations managers. The limitations of these methods are discussed, as well as their utility. Topics, such as facility layout, process design, and job design are discussed.

**OPE5008 - Production Management**

The main objective of this course is to provide the students with the necessary concepts, tools and methods that allow them to familiarize themselves with POM and the logic behind the various planning, control and decision techniques used by the industry today. The impact of process and system design and several quantitative business methods are thoroughly discussed.

**OPE5009 - Project Management**

This course focuses on the management process that is used in relation to the management of projects. After a discussion of the nature of projects and how the management process for projects differs from the management process of ongoing operations, the main sections deal with the environment in which both project management and project control take place, and the steps in both the project management and the project control processes. Project planning, project execution and project evaluation are discussed in depth.

**OPE5010 - Total Quality Management**

This course explores the major topics of TQM and focuses on the commitment to quality of organizations both in the service and manufacturing industries. The five functions of TQM, planning, organizing, leading, staffing, and controlling are discussed in depth, together with statistical process control and quality standards. Nowadays, customer orientation, satisfaction and support are very important objectives for any quality-oriented organization. We explore the ideology, the philosophy, the methods and the actions, that are designed to satisfy consumers' demands to their complete satisfaction.

## COURSES IN QUANTITATIVE TOPICS

**QUA5001 - Applied Financial Calculus**

This course provides an introduction to the Mathematics of Finance, focusing on interest, annuities, amortization and sinking funds, bonds, capital budgeting, depreciation, contingent payments, and insurance.

**QUA5002 - Management Science**

This course is dedicated to mathematical models and modeling, using spreadsheets. Modeling is the process of creating a plain version of reality and using this version to get an understanding of this complex reality. Among others, strong points for using business models are that these models benefit business decision making; allow making inexpensive errors; improve business intuition; and reduce costs.

**QUA5003 - Operational Decision-making Tools**

In this course we demonstrate operational decision-making tools such as decision analysis, linear programming, etc. Decision analysis is a generic technique that can be applied to a large number of different types of operational decision-making areas. As such, it is an important technique that is very useful because it reflects a structured and systematic approach to decision making. Linear programming consistently ranks as the most useful of the quantitative techniques used by the business community at large. Linear programming is a model consisting of linear relationships representing a firm's objective and resource constraints. In this course we describe several different classes of problems for which linear programming and specialized linear programming models can bring the optimal solution (cost minimization, profit maximization, capacity planning, aggregate production planning, etc.).

# ADMISSION

## STEP-BY-STEP GUIDE

The Admissions Department welcomes qualified students of all backgrounds, nationalities and religions and does not discriminate during the admission process. Applications are accepted from students around the world, aiming to create a highly culturally diverse student body. Although there is no specific deadline to apply as applications are reviewed on a rolling basis, we advise students to apply no later than approximately 1 month before the intended starting date to allow sufficient time to plan your stay abroad. However, late applications are still accepted. Students who require a student visa are strongly advised to apply no later than approximately 3 months prior to the intended starting date to avoid any delays with the student visa application. In case the student visa is delayed, students can postpone their studies until the next available starting date. Undergraduate students may start in Term A of every quarter, as well as in Term B of the summer quarter. Graduate students may start in Term A as well as in Term B of every quarter. Refer to the academic calendar for the exact starting dates.

|               | <b>Students with a national (EU, EEA, CH, JP where applicable) passport or residence permit</b> | <b>Students without a national (EU, EEA, CH) passport or residence permit who wish to study in Belgium, Italy, Spain or Switzerland</b>      | <b>Students without a national (EU, EEA, CH) passport or residence permit who wish to study in the Netherlands</b> | <b>Students without a national passport or residence permit who wish to study in Japan</b> |
|---------------|---|--|--|--|
| <b>Step 1</b> | Send all required application documents to the Admissions Department.                           | Send all required application documents to the Admissions Department.  | Determine the possibilities to travel to and stay in the Netherlands without a student visa. *                     | Determine the possibilities to travel to and stay in Japan without a student visa. *       |
| <b>Step 2</b> | After review and approval, you will receive your official acceptance documents.                 | After review and approval, you will receive your conditional acceptance documents.   | Send all required application documents to the Admissions Department.  | Send all required application documents to the Admissions Department.                      |
| <b>Step 3</b> | Pay the requested program fees to confirm your acceptance.                                      | Pay the requested program fees to confirm your acceptance.   | After review and approval, you will receive your official acceptance documents.                                    | After review and approval, you will receive your official acceptance documents.            |
| <b>Step 4</b> | Start your studies.   | After confirmation, you will receive your official acceptance documents needed to apply for a student visa.                                  | Pay the requested program fees to confirm your acceptance.   | Pay the requested program fees to confirm your acceptance.                                 |
| <b>Step 5</b> |   | Comply with the student visa guidelines and apply for a student visa with the Belgian, Spanish or Swiss Embassy or Consulate closest to you. | Start your studies.  | Start your studies.  |
| <b>Step 6</b> |   | Start your studies.  |  |  |

## REQUIRED APPLICATION DOCUMENTS

- ✓ Application form
- ✓ Application fee of EUR 200 or CHF 400 or JPY 40.000, non-refundable
- ✓ Curriculum Vitae stating your full academic background and professional experience
- ✓ Copy of your valid passport, identity card and/or residence permit
- ✓ Copy of all relevant degrees, diplomas, certificates and transcripts earned to date  
(English translation required except when issued in Dutch, French, German, Italian or Spanish)
- ✓ Letter of motivation stating your career objectives and program expectations
- ✓ Certificate of good conduct from your local city hall or police station  
(required only for EU citizens resident in an EU country)
- ✓ 2 letters of recommendation from academic and/or professional sources  
(not required for transfer students)
- ✓ 2 passport-size photographs

## SUBMITTING YOUR APPLICATION

Application documents can be submitted together or separately by registered mail to the address listed below, or online through our website. As soon as we have received your complete application, you should hear from our Admissions Department within two weeks. You may be requested to submit additional documents before receiving your final acceptance letter.

United International Business Schools  
Admissions Department  
International Education Center  
Brandschenkestrasse 38  
8002 Zurich, Switzerland

### Proof of proficiency in the English language

- ✓ English as a native language
- ✓ English as the language of instruction during previous studies
- ✓ Advanced English language courses during previous studies
- ✓ Advanced English language school certificate
- ✓ English test scores such as IELTS, TOEFL or other (see table below)
- ✓ Personal interview

### Remarks

- ✓ Students applying for a customized program do not need to submit letters of recommendation.
- ✓ Students applying for graduate programs do not need to submit test scores from standardized tests such as GMAT and GRE. However, students may submit test scores as one of the two required letters of recommendation.
- ✓ There is no minimum GPA required to be admitted into our study programs. Based on your previous academic performance we may however suggest completing fewer credits or courses per quarter to optimize the duration of your studies, and to improve the success rate for each course you attempt.
- ✓ We reserve the right to subject students to a written English evaluation prior to entering the study program. In case of average test scores, students are allowed to enter the study program, but are recommended to complete the Advanced English course offered by the school on a quarterly basis. In case of inadequate test scores, students may be required to undergo intensive language lessons prior to entering the regular study programs. Intensive private language lessons can be organized by the school or can be completed with an external language school.
- ✓ Students are highly recommended to apply for health insurance for the duration of their stay abroad. Non-resident students may need to provide a health insurance coverage certificate when applying for a student visa.

## LANGUAGE CRITERIA

|                             | TOEFL IBT    | TOEFL CBT     | TOEFL PBT     | IELTS         | CEFRL        | English Test  |
|-----------------------------|--------------|---------------|---------------|---------------|--------------|---------------|
| English lessons optional    | 79 or higher | 213 or higher | 550 or higher | 6.0 or higher | C1 or higher | 80% or higher |
| English lessons recommended | 65 to 78     | 183 to 210    | 513 to 547    | 5.5           | B2           | 60% to 79%    |
| English lessons mandatory   | 64 or lower  | 180 or lower  | 510 or lower  | 5.0 or lower  | B1 or lower  | 59% or lower  |

## EXCHANGE STUDENTS

Exchange students do not need to submit letters of recommendation and copies of all relevant degrees, diplomas, certificates and transcripts earned to date. Exchange students need to submit a certificate of enrolment from their current school, college or university along with the list of courses they intend to take during their exchange / study abroad program. Please contact your local exchange or study abroad program coordinator for more information about studying abroad. Program fees for exchange students are reduced by 50%.

While we do not participate in the European Erasmus program, we do welcome exchange students from other higher education institutions who wish to enroll for one or more quarters and transfer the credits earned back to their home institution. Refer to the course planning for further details on available courses.

## TRANSFER STUDENTS

Students from other higher education institutions can request to evaluate credits earned at their previous schools, colleges or universities to transfer into one of our programs. Transfer students do not need to submit letters of recommendation. Transfer students do need to submit transcripts from their previous schools, colleges or universities so that credits and courses may be evaluated for transfer.

Courses completed and credits earned at other higher education institutions can be evaluated for transfer into our program. For undergraduate programs, the transfer limit is set at 120 credits or 2/3 of the required credits, and for graduate programs, the transfer limit is set at 20 credits or 1/3 of the required credits, whichever criteria you meet first. Even complete certificate, diploma or degree programs may be eligible for transfer.

## MAKING PAYMENTS

All fees must be paid directly to the school by bank transfer and upon invitation from our Admissions Department, Accounting Department, Bursar or Registrar only. Refer to the invitation or application form for bank account details. Application fees can be paid also by credit card using PayPal. Refer to the website for PayPal details. Cash payments and checks are not accepted. Please mention your name on the bank transfer when making payments. Program fees are due on a quarterly basis always before the start of each new quarter. All other fees are due payable immediately. The application fee payment is required to complete your application. Applications without a confirmed application fee are not considered. Please include a payment receipt with your application documents.

## STUDENT VISA GUIDELINES

### STUDENT VISAS FOR BELGIUM, ITALY, SPAIN AND SWITZERLAND

Students without a national (EU, Iceland, Liechtenstein, Norway, Switzerland) passport or residence permit who wish to study in Belgium, Italy, Spain or Switzerland are required to apply for a student visa and can be enrolled for a full-time study program only. Undergraduate students are considered as full-time when attempting 15 or more credits per quarter. Graduate students are considered as full-time when attempting 7 or more courses per quarter.

Citizens, as well as their spouses, ascending and descending, from the European Union, Iceland, Liechtenstein, Norway, Switzerland, and future EU (European Union) and Schengen countries, are exempt from having to apply for a visa to stay in Belgium, Italy, the Netherlands, Spain or Switzerland.

Once you receive your acceptance letter, you are required to pay a deposit of the program fees. Typically, the amount of the deposit equals 1/3 of the annual full-time fee but may also consist of the total fee for the study program for students from certain countries. Upon receipt of the deposit, the admissions department will prepare the required certificates.

We advise you to start the student visa application procedure immediately after you have been accepted into the program to allow ample time for the Embassy or Consulate to process your student visa application, as it may take up to 3 months to receive your student visa. When applying for a student visa, please check with your local Belgian, Italian, Spanish or Swiss Embassy or Consulate for more information.

In case your student visa application is rejected by the authorities, the original rejection letter and the student's full bank account details will be needed as proof before a program fee refund can be considered favorably (excluding all incurred administrative, legal and banking charges). Administrative charges amount to 5% or a maximum of EUR 200 / CHF 400. Refunds are processed within approximately 1 month.

Students are required to register with the local authorities upon their arrival in order to obtain a valid student residence permit. Registration details will be provided by the school upon arrival.

#### Required student visa application documents

- ✓ Schengen Visa application form
- ✓ 4 passport-size photographs with a white background
- ✓ Passport with a validity of at least 12 months
- ✓ Acceptance documents / Proof of admission (provided by the school)
- ✓ Sponsorship documents / Proof of financial means
- ✓ Medical certificate / Proof of good health
- ✓ Medical insurance with international coverage

Additional documentation and official translations in Dutch, French, German, Italian or Spanish may be required by the Embassy or Consulate.

## STUDENT VISAS FOR THE NETHERLANDS OR JAPAN

Students without a national (EU, Iceland, Liechtenstein, Norway, Switzerland or Japan respectively) passport or residence permit who wish to study in the Netherlands or Japan are responsible for obtaining their own visa or permit. The school cannot provide assistance to apply for a student visa. For more information about the various types of visas and permits available, please contact your nearest Dutch or Japanese Embassy or Consulate.

Students who wish to study in Japan may find the following of interest:

Citizens of Australia, Canada, Denmark, Germany, Ireland, New Zealand, South Korea, United Kingdom, who reside in their country of citizenship, as well as citizens and foreigners who reside in Hong Kong or Taiwan, are able to apply for a Japanese “working holiday visa”, which allows enrollment into part-time study programs combined with work and/or holidays in Japan, or enrollment into full-time study programs when in-between jobs. Age restrictions may apply. For more information, please visit:

- ✓ [http://www.mofa.go.jp/j\\_info/visit/w\\_holiday/index.html](http://www.mofa.go.jp/j_info/visit/w_holiday/index.html)

Students who do not hold a visa or permit for the Netherlands or Japan and who cannot enter for a 90 day or longer period as a tourist, can consider starting their studies in Belgium, Italy, Spain or Switzerland instead and apply for a student visa if needed. Once students have arrived and registered their student visa with the local immigration authorities and have enrolled for a minimum period of 1 quarter in these countries, students may still consider studying abroad at another campus afterwards, including the Netherlands. In this case, students should keep in mind that renewing the student visa needs to be done in Belgium, Italy, Spain or Switzerland and that students should be enrolled again for a minimum period of 1 quarter in these countries after renewal.

Students who can enter the Netherlands or Japan for a 90 day or longer temporary period as a tourist, can consider completing their studies partially or in full in the Netherlands or Japan by re-entering on a quarterly basis within the legal boundaries. Since the academic calendar is based on a quarter system with quarters lasting 10+1 weeks, or less than 90 days, this may be considered as a possibility. In this case, we strongly recommend investigating the legal limits to avoid being denied re-entry upon return for another quarter, to minimize the number of days in the country to the actual teaching and exam weeks listed in the academic calendar, and to maximize the number of days out of the country during breaks.

# STUDENT SERVICES

## FINDING ACCOMMODATION

Accommodation is generally provided in cooperation with several student housing service agencies in the city, as well as through student housing websites. On-campus housing is not available. Depending on the location, some student housing agencies may reserve rooms only for our students. Bookings and rental agreements can be signed directly with the housing agencies or owners. An overview of service agencies and housing options is provided upon acceptance.

### Approximate pricing:

| Per month        | Belgium | Italy   | Netherlands | Spain   | Switzerland | Japan       |
|------------------|---------|---------|-------------|---------|-------------|-------------|
| Room             | EUR 300 | EUR 350 | EUR 350     | EUR 350 | CHF 700     | JPY 70.000  |
| Small apartment  | EUR 600 | EUR 750 | EUR 750     | EUR 750 | CHF 1.400   | JPY 140.000 |
| Food and Leisure | EUR 400 | EUR 400 | EUR 400     | EUR 400 | CHF 800     | JPY 80.000  |

## ACADEMIC GUIDANCE AND STUDENT COUNSELING

One of our greatest assets is our ability to work with students individually. We help them plan their academic and professional future and want them to make the most out of their experience while studying at our school.

We emphasize individual counseling, personal development and cross-cultural thinking, and prepare students to critically reflect on issues, to communicate effectively, to value teamwork and to appropriately use ICT to meet a company's ever changing organizational needs. We are convinced that fostering in students a desire for economic, social and environmental responsibilities, will impact on their future development as a leader.

## CAREER PREPARATION AND JOB PLACEMENT

We support our students in planning their career paths by offering the possibility of meeting with business professionals interested in recruiting graduates. Our study programs are designed to meet the demands of a broad range of business professions. Students are also assisted with finding attractive internships and jobs with local as well as with multinational companies and organizations. In addition, we also review our students' CV's and provide useful tips for job interviews.

## WORKING PAPERLESS IN THE DIGITAL AGE

Books are generally recommended reading for all courses, except for Undergraduate Core Courses where books are required reading. All other course materials are typically provided in a digital format by the professor through the online portal. Reference books are available in the library at Main Campuses, or online through digital renting. Students may be required to purchase a copy of certain articles, case studies or other digital materials due to copyright issues. Typically those digital materials are within the USD 5-20 range and can be downloaded as a PDF.

Students are advised to have a personal laptop available for the duration of their studies. Our campuses are equipped with the latest wireless technology linked to a broadband internet connection. Upon registration, students are provided with a personal e-mail address and are authorized to access the online portal.

The online portal provides access not only to course materials but also to class schedules, available jobs and internships, information about events and student activities, course registration and enrolment, and various other relevant information. The Forum allows students to publish classifieds, engage in online discussions, share pictures and interesting links and stay in touch with fellow classmates or with students from other campuses.

# CONTACT

Schedule a campus visit and trial class today, or visit our website for more information!



## **Main Campus Antwerp**

International Education Center  
Meirbrug 1  
2000 Antwerp, Belgium  
[info@antwerp.uibs.org](mailto:info@antwerp.uibs.org)  
+32 3 2835126



## **Main Campus Barcelona**

International Education Center  
Rambla de Catalunya 2-4  
08007 Barcelona, Spain  
[info@barcelona.uibs.org](mailto:info@barcelona.uibs.org)  
+34 93 4522227



## **Main Campus Brussels**

International Education Center  
Rue Guimard 7  
1040 Brussels, Belgium  
[info@brussels.uibs.org](mailto:info@brussels.uibs.org)  
+32 2 2037780



## **Main Campus Madrid**

International Education Center  
Calle de Goya 6  
28001 Madrid, Spain  
[info@madrid.uibs.org](mailto:info@madrid.uibs.org)  
+34 91 3776796



## **Main Campus Zurich**

International Education Center  
Brandschenkestrasse 38  
8002 Zurich, Switzerland  
[info@zurich.uibs.org](mailto:info@zurich.uibs.org)  
+41 44 2011222



## **Satellite Campus Tokyo**

Regus Business Center  
Park Tower 3-7-1 Nishi-Shinjuku  
163-1030 Tokyo, Japan  
[info@tokyo.uibs.asia](mailto:info@tokyo.uibs.asia)  
+81 3 53263477



## **Extension Campus Amsterdam**

Spaces Business Center  
Herengracht 124-128  
1015 BT Amsterdam, Netherlands  
[info@amsterdam.uibs.org](mailto:info@amsterdam.uibs.org)  
+31 20 5219423



## **Extension Campus Geneva**

Regus Business Center  
Rue du Rhône 14  
1204 Geneva, Switzerland  
[info@geneva.uibs.org](mailto:info@geneva.uibs.org)  
+41 21 5605626



## **Extension Campus Lausanne**

Regus Business Center  
Voie du Chariot 3  
1003 Lausanne, Switzerland  
[info@lausanne.uibs.org](mailto:info@lausanne.uibs.org)  
+41 21 5605626



## **Extension Campus Milan**

Regus Business Center  
Via Santa Maria Valle 3  
20123 Milan, Italy  
[info@milan.uibs.org](mailto:info@milan.uibs.org)  
+39 0200681086

# NOTES

*This page is reserved for notes.*

# DISCLAIMER

The information contained in this document is for informational purposes only and is believed to be reliable and accurate. We assume no responsibility or liability for any inaccurate, delayed or incomplete information, nor for any actions taken in reliance thereon. We reserve the right to change the content of this document and all other published documents at any time and without prior notice.

The United International Business Schools organization is an independent private business school offering non-regulated higher education. The study programs offered by the organization are career-oriented in nature and may not provide access to government employment or regulated professions. The local campuses remain unaffiliated with and operate independently from the relevant local Ministry of Education. The degrees awarded by the United International Business Schools organization are international private degrees awarded by the school's headquarters in Zurich, Switzerland, based on the recommendation of the faculty of the local campuses where credits were earned. The United International Business Schools organization does not receive subsidies from regional or national governments to finance its operations. Students from certain countries may not be eligible for governmental financial support while studying abroad with the organization. Students who would otherwise be eligible for such financial support should contact the school's admissions department for further information about the availability of scholarships offered by the school's academic council and the availability of student loans offered by local banks. Program fees are subject to an annual review and consist of matriculation fees of 25% of the total for matriculation services offered by the school's headquarters, and tuition fees of 75% of the total for tuition services offered by the local campuses. Matriculation fees do not apply for students auditing courses only.

## Complaints

Students, alumni, faculty, staff or other stakeholders, individually or collectively, who are directly affected administratively or academically by actions by one the school's current students, faculty or staff, have the right to contact the school to discuss their situation or to submit a complaint to the school. All issues should first be addressed personally to reach a mutual agreement before starting the complaint procedure. Complaints that were not already addressed personally will not be considered. Academic complaints are resolved by the school's Academic Council whereby the Managing Director acts as the handler. Administrative complaints are resolved directly by the Managing Director. The applicable procedures are listed in the Student Guide and are available upon request. Complaints should be submitted in a written format no later than 4 weeks after the issue first came up. Complaints will be registered with the school for a period of 2 years and will be handled confidentially typically within a period of 4 weeks. Letters may be submitted by regular mail to United International Business Schools (UIBS), International Education Center, Brandschenkestrasse 38, 8002 Zurich, Switzerland. Digital letters can be submitted by e-mail to [info@uibs.org](mailto:info@uibs.org). Complaints received later than 4 weeks after the issue first came up will not be considered, except when the individual or group was unable to submit the letter due to circumstances beyond their control. The letter should at minimum include the name(s), address(es), place(s) of residence, phone number(s) and e-mail address(es) of the individual(s) affected, as well as the date of the letter, a clear description of the administrative and/or academic issues to which the complaint relates, the time(s) and date(s) at which the issues came up and to which the complaint relates, and a report from the initial personal meeting(s) in an attempt to resolve the issue.

European College for Liberal Studies, ECLS, Global Council for Management Education, GCME, Global Education Corporation, GLEDCO, United International Business Schools, UIBS and its respective logos are trademarks or registered trademarks of Global Education Corporation AG. Other trademarks are the property of their respective owners.

Copyright © 2002 - 2017, Global Education Corporation AG and its licensors. All rights reserved.

Global Education Corporation AG, Brandschenkestrasse 38, 8002 Zurich, Switzerland

Responsible publisher: Global Education Services Switzerland AG, Brandschenkestrasse 38, 8002 Zurich, Switzerland

*Last updated on September 8, 2017. This document replaces all previous versions.*

# UIBS United International Business Schools

[www.UIBS.org](http://www.UIBS.org)

version MMXVII.01

**#UIBS**



**Europe:** Amsterdam | Antwerp | Barcelona | Brussels | Geneva | Lausanne | Madrid | Milan | Zurich  
**Asia:** Tokyo

Copyright © 2002 - 2017, Global Education Corporation AG and its licensors. All rights reserved.