

MBA  
(Master of Business Administration)

GGS

GERMAN GRADUATE SCHOOL  
OF MANAGEMENT & LAW

**MANAGEMENT EXPERTISE  
FOR WORKING  
PROFESSIONALS**



# MBA

## *Master of Business Administration*

### **Top ten reasons to study at GGS**

#### *Part-time Programme for Working Professionals*

Working during the week while studying on weekends and in occasional weeklong residencies is an ideal way to grow professionally and personally. Just ask our more than 300 graduates.

#### *Top Faculty from around the World*

We bring outstanding professors to you from renowned international business schools and universities.

#### *Language of Instruction: English*

The global business language facilitates a diverse student body, an international faculty, and access to global management knowledge and expertise.

#### *Real Life Learning*

Students learn interactively based on their own experiences.

#### *Small Course Sizes*

There are never more than 25 students in a course. This keeps us flexible and student-focused.

#### *Work-Life Balance*

We understand the challenges of juggling job, family, and a demanding MBA programme. Through comprehensive student services and individualized attention we support you all the way.

#### *Generous Scholarships*

Students receive a 40% scholarships from the Dieter Schwarz Foundation.

#### *Annual International Study Tours*

We take you abroad for company visits, lectures at business schools, and memorable encounters with people in the host country.

#### *Modules at International Partner Schools*

You can take courses in weeklong residencies or in weekend formats at our partner schools (e.g., Kelley School of Business, Indiana University, USA or Leeds University Business School, UK).

#### *Alumni Association*

Continue to build your social network with other graduates from GGS programmes. As a student member, participate in an active mentoring programme which pairs you with a GGS alumnus or alumna as a mentor for your studies and career.

Intakes	March and October
Duration	24 months (including master's thesis)
Classroom sessions	18 weekends (Friday to Sunday) Four one-week residencies (Saturday to Thursday)
Language	English
ECTS Credits	90
Accreditation	FIBAA
Maximum Class Size	25
Admission Requirements and Tuition	see pages 14-15



**Prof. Markus Vodosek, Ph.D.**  
Academic Director  
MBA Programme  
Professor of Strategic  
Management and Leadership

### **Dear Prospective Students,**

**The MBA programme at GGS will turbocharge your career. Whether your goal is to advance in your current organisation, take on new responsibilities in another company, or run your own business, we will equip you with the managerial knowledge, skills, and competencies to function successfully and responsibly in today's dynamic global business environment.**

Technical or functional expertise alone is not sufficient for managerial positions in contemporary organisations. Today's managers need to have knowledge about the complexities of global value chains and the interrelatedness of different business functions. They need to know how to identify problems and opportunities, access a rich set of diagnostic models, and employ a refined process for generating and selecting action alternatives. Finally, they have to be able to make responsible and ethical decisions.

Our part-time MBA programme prepares you for these tasks. First of all, we select a terrific group of students: individuals from different industries and companies of all sizes who have full-time jobs and who have already demonstrated their ability to make things happen. They then work with our professors and top faculty from well-known business schools around the world using our Real Life Learning

method in which they apply state-of-the-art management knowledge to each other's real job experiences.

Earning your MBA degree while continuing your full-time employment has a distinct advantage: you can immediately improve your workplace performance by applying what you learn in the classroom directly to your job. Our MBA programme is a transformative experience. We at GGS look forward to partnering with you in this journey of professional development.

All the best,

*Markus Vodosek*

**Prof. Markus Vodosek, Ph.D.**

# Our Students Say It Best ...



**Manuel Friedmann**  
Senior Real Estate Manager  
Kaufland Stiftung & Co. KG

"I like the exceptional spirit and the start-up feeling at GGS. Management and the whole team are highly motivated and involved. Top accreditation, promising perspectives, super facilities, and the natural way instruction happens here—these have all been optimal preparation for my upcoming assignments in management."

**Ramin Mirza**  
Account Executive  
SAP Deutschland AG & Co. KG

"I gain the most from the internationally diverse faculty and the exchange of experience and ideas with my student colleagues. Plus, GGS's practice-oriented instruction is exactly the right method to prepare me for a position in management."



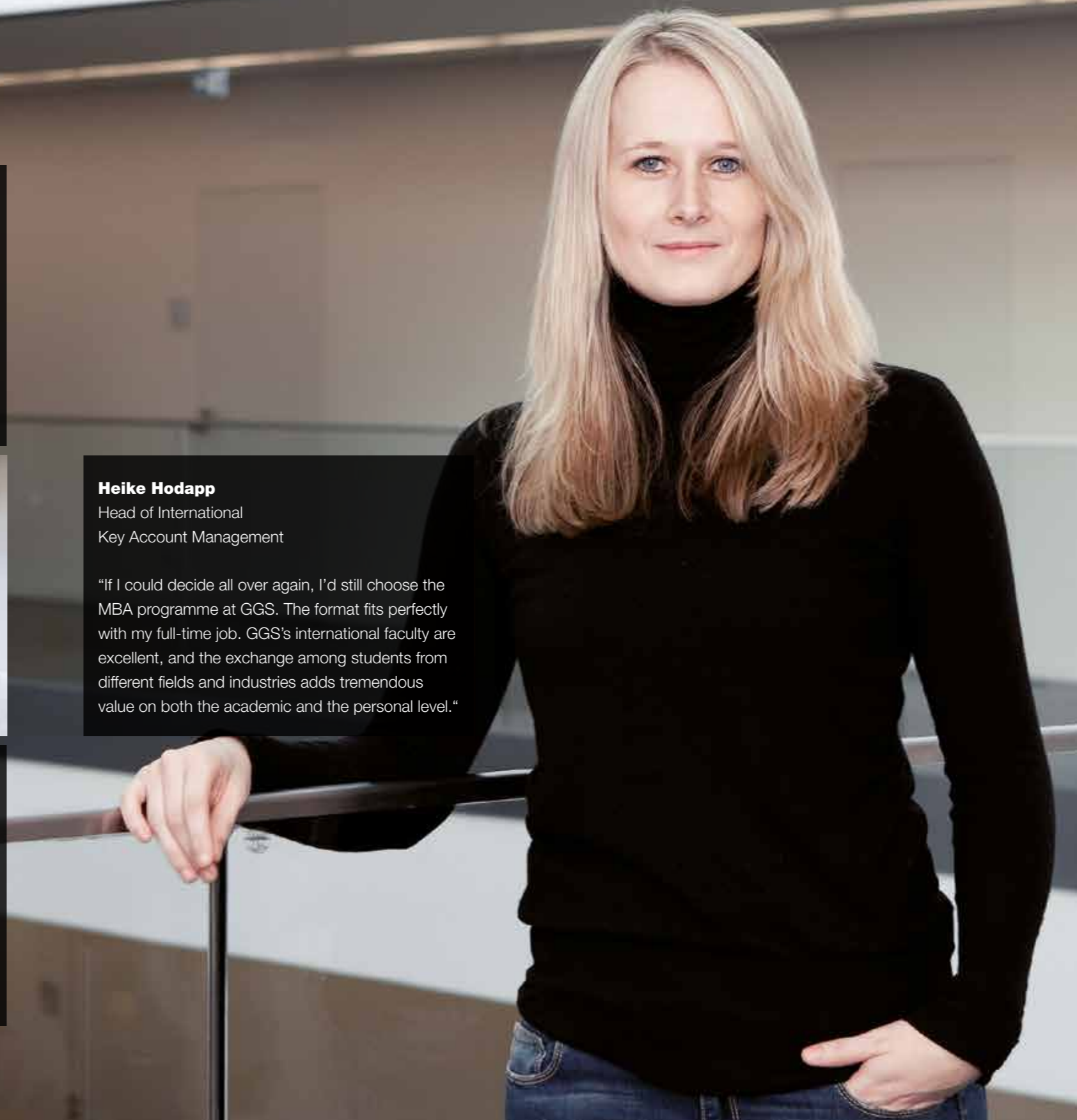
**Heike Hodapp**  
Head of International  
Key Account Management

"If I could decide all over again, I'd still choose the MBA programme at GGS. The format fits perfectly with my full-time job. GGS's international faculty are excellent, and the exchange among students from different fields and industries adds tremendous value on both the academic and the personal level."



**Prashant S. Pawar**  
Team Manager Engine Mounted Components

"The MBA program offered by GGS is 100% in English, and the specialization options provided perfectly suit my expectations. Learning methods are tailored to the needs of working professionals, and most important for any student are the faculty members. I can only say, 'awesome'. All professors whom I have met so far are experts in their respective areas and provide a great deal of support to ensure that the topic is well understood by the students."



# Overview

## *MBA Programme*

The MBA programme is structured in three distinct phases which provide the knowledge, skills, and competencies to manage businesses in a global environment successfully and in a socially responsible way. In the ten Core Modules of **Phase 1** you learn about the central methods and functions of management and how they interrelate to support a company's strategy. **Phase 2** emphasises the development of managerial capabilities and expertise in specific subject areas. In this phase, you elect two out of seven Personal Focus Modules based on your developmental needs and personal interests. In **Phase 3**, you write your master's thesis about a topic relevant to your company. Two required workshops about business research methods during Phases 1 and 2 provide the methodological foundation for the master's thesis.



### Phase 1

Months  
1-16

#### Core Modules

Offered twice a year  
Weekend and  
weeklong modules  
All 10 required

1. Managing and Leading in Organisations
2. Economic Analysis for Managers
3. Marketing and Sales Management
4. Business Accounting
5. Corporate Finance
6. Corporate Governance and the Legal Aspects of Business
7. Operations and Information Management
8. Human Resource Management
9. Strategic Management
10. Global Business Challenges

### Phase 2

Months  
17-20

#### Personal Focus Modules

Offered once a year  
Weeklong modules  
Elect 2 of 7

11. Managerial Effectiveness
  - ▶ Management Communication
  - ▶ Business Negotiations and Conflict Management
  - ▶ Cross-cultural Management
12. Dealing with Informational Complexity
  - ▶ Knowledge Management
  - ▶ Managing Complex Decisions
13. Innovation Management
14. Corporate Social Responsibility Project
15. Germany's Mittelstand Companies:  
Managing SMEs in the Heart of Europe
16. International Perspectives on Business
17. Entrepreneurship and Startup Management

### Phase 3

Months  
21-24

#### Master's Thesis

Independent research project about a job- or company-related topic, based on state-of-the-art knowledge and supervised by a first and second examiner. Prerequisites for the master's thesis are two weekend workshops on business research methods (Business Research Methods I and II) during Phases 1 and 2.



**Adelheid Schäfer-Terino**  
Programme Administration

# We Guide *and Support You*

Managing a full-time job, a part-time MBA programme, and personal commitments to family and friends can be a major challenge. As specialists in part-time education for working professionals, we know how to take care of you from your first contact with us. We guide you through the admissions process and support you while you are with us as a student. We are flexible and strive to accommodate personal circumstances so you can stay on track and complete your degree. After you graduate, the GGS Alumni Association stands ready to help you leverage your education and the social networks you built as a student.

## *From Our Visiting Faculty ...*



**Prof. Iris Berdrow, Ph.D.**  
Associate Professor of Management  
Bentley University, USA

"There is no question that the students at GGS are the most demanding and engaged that I have encountered in my international teaching experiences. They come to class prepared, delve into the issues and concepts with enthusiasm, and leave no stone unturned in our discussions. It is an intellectually stimulating experience for all."

**Prof. Rohit Verma, Ph.D.**

Professor of Service Operations Management  
School of Hotel Administration, Cornell University, USA

"I am delighted to participate in GGS's MBA program because it allows me to interact with sharp and highly motivated students from Germany and several other countries. The GGS's MBA curriculum is well balanced with core courses and electives and is perfect for working professionals."



**Prof. P. Roberto Garcia, Ph.D.**  
Young-Jin Kim Distinguished Clinical Professor  
Director, Center for International Business Education and Research, Kelley School of Business, Indiana University, USA

"The GGS program is unique in that it allows students to obtain a 'state-of-the-art' MBA degree while working full time and gaining valuable work experience. Including visiting faculty like myself, coming from various countries, adds a strong international component to the program. I am very pleased to be part of the GGS students' formation."

# Faculty

Professors in the MBA programme are members of GGS's permanent faculty or visiting professors from well-known business schools and universities all over the world. They are superb instructors and accomplished researchers with doctoral degrees from major research universities. They often have extensive business experience and many maintain active consulting or law practices.

**Prof. Dr. Tomás Bayón**

Professor of Marketing and Service Management  
Academic Dean  
German Graduate School of Management and Law

**Prof. Dr. Daniel Benkert**

Professor for Civil Law, German and International Labour and Business Law  
German Graduate School of Management and Law  
Partner  
METIS Rechtsanwälte LLP  
Frankfurt am Main, Germany

**Prof. Iris Berdrow, Ph.D.**

Associate Professor of Management  
Bentley University  
Waltham, Massachusetts, USA

**Prof. Markus Biehl, Ph.D.**

Associate Professor  
Operations Management and Information Systems Department  
Director International MBA Program  
Schulich School of Business, York University  
Toronto, Canada

**Prof. Dr. Alexandra von Bismarck**

Professor of German and European Business Law, Intellectual Property, Information and Communications Law  
Academic Director LL.M. in Legal Management  
German Graduate School of Management and Law  
Partner  
Field Fisher Waterhouse LLP  
Hamburg, Germany

**Prof. Dr. Benjamin von Bodungen, LL.M. (Auckland)**

Professor of German and International Commercial and Corporate Law, Finance and Tax Law  
German Graduate School of Management and Law

**Dr. Jessica Di Bella**

Assistant Professor of Entrepreneurship and Startup Management  
German Graduate School of Management and Law

**Prof. Michael Dixon, Ph.D.**

Assistant Professor  
Naval Postgraduate School  
Monterey, California, USA

**Prof. Dr. Jan Doppegieter**

Professor of Finance & Financial Consultant  
Bruchsal, Germany

**Prof. Dr. Andreas Eckhardt**

Professor of Human Resource Management  
German Graduate School of Management and Law

**Prof. Dr. Kiran Jude Fernandes**

Head of Department of Management  
Durham University Business School  
Durham University, UK

**Dr. Regina-Viola Frey**

Assistant Professor of Human Resource Management and Marketing  
German Graduate School of Management and Law

**Prof. P. Roberto Garcia, Ph.D.**

Young-Jin Kim Distinguished Clinical Professor  
Director, Center for International Business Education and Research  
Kelley School of Business, Indiana University  
Bloomington, Indiana, USA

**Prof. O. O. Staffan Gullander, Ph.D.**

Professor of Innovation and Entrepreneurship  
School of Business, Stockholm University  
Stockholm, Sweden

**Prof. Dr. Gerd J. Hahn**

Professor of Operations Management and Process Innovation  
German Graduate School of Management and Law

**Prof. Dr. Andreas Hauskrecht**

Clinical Associate Professor of Business Economics  
Kelley School of Business, Indiana University  
Bloomington, Indiana, USA

**Prof. Dr. Astrid Kainzbauer**

Assistant Professor  
College of Management  
Mahidol University  
Bangkok, Thailand

**Dr. Phillip Knutel,**

Vice President and Chief Information Officer  
Babson College  
Wellesley, MA, USA

**Prof. Russell B. Korobkin, JD**

Richard C. Maxwell Professor of Law  
Faculty Director, Negotiation & Conflict Resolution Program  
UCLA School of Law  
University of California Los Angeles  
Los Angeles, California, USA

**Prof. Jeffrey A. Martin, Ph.D.**

Associate Professor of Strategic Management  
Culverhouse College of Commerce  
University of Alabama, Tuscaloosa, Alabama  
USA

**Prof. Hemant Merchant, Ph.D.**

Professor of International Business  
University of South Florida - St. Petersburg  
St. Petersburg, Florida, USA

**Prof. Valter Moreno, Jr., Ph.D.**

Professor of Information Systems  
Faculdades Ibmecc / Universidade do Estado do Rio de Janeiro (UERJ)  
Rio de Janeiro, Brazil

**Prof. Dr. Ralf Müller**

Professor  
Department of Leadership and Organizational Behaviour  
BI Norwegian Business School  
Malmö, Sweden

**Jörg-Alexander Paul**

Partner  
Bird & Bird LLP  
Frankfurt am Main, Germany

**Prof. Dr. Claus Pegatzky**

Professor of German Public Business Law, German Regulatory Law and European Law  
German Graduate School of Management and Law

**Prof. Dr. Ingo Pies**

Professor for Economic Ethics  
Chair for Economic Ethics  
Martin Luther University of Halle-Wittenberg  
Halle-Wittenberg, Germany

**Prof. Edmund L. Prater, Ph.D.**

Associate Professor  
Ph.D. Program Director, College of Business Administration  
Department of Information Systems and Operations Management  
University of Texas at Arlington  
Arlington, Texas, USA

**Prof. Graeme Rankine, Ph.D.**

Associate Professor of Accounting  
Thunderbird School of Global Management  
Glendale, Arizona, USA

**Prof. Dr. Bo van der Rhee**

Professor  
Center for Marketing and Supply Chain Management  
Nyenrode Business University  
Breukelen, The Netherlands

**Prof. Joseph C. Santora, Ed.D.**

Visiting Professor of Management  
ENPC School of International Management  
Paris, France

**Prof. Dr. Martin Schulz, LL.M. (Yale)**

Professor for German and International Private and Business Law  
Academic Director LL.M. in Business Law  
German Graduate School of Management and Law

**Prof. Dr. Christopher Stehr**

Professor of International Management  
German Graduate School of Management and Law

**Prof. Philip Stiles, BA MPhil Ph.D.**

Co-Director of the Centre for International Human Resource Management (CIHRM)  
University Senior Lecturer in Corporate Governance  
Cambridge Judge Business School  
University of Cambridge  
Cambridge, UK

**Dr. Gabriele Suder**

Director, International Relations  
Principal Fellow, Melbourne Business School  
The University of Melbourne  
Melbourne, Australia

**Prof. Rohit Verma, Ph.D.**

Professor of Service Operations Management  
School of Hotel Administration, Cornell University  
Ithaca, New York, USA

**Prof. Markus Vodosek, Ph.D.**

Professor of Strategic Management and Leadership  
Academic Director MBA  
German Graduate School of Management and Law

**Prof. Dr. Heinz-Theo Wagner**

Professor of Management and Innovation  
German Graduate School of Management and Law

**Dr. Dermot Williamson**

Honorary Fellow  
Lancaster China Management Centre  
Lancaster University Management School  
Lancaster, UK

**Prof. Dr. Maximilian von Zedtwitz**

Director GLORAD Research Center for Global R&D Management and Reverse Innovation  
Tongji University and University of St. Gallen  
Shanghai, China

**Prof. Dr. Dirk Zupancic**

Professor of Industrial Marketing and Sales  
President  
German Graduate School of Management and Law



## *More Than a Degree*

We are a state-licensed business school where you will receive an internationally recognized master's degree. As a private school, we offer the added benefit of individualized attention, excellent facilities on a modern campus, and a range of services and activities that nurture your professional and personal growth.

### **Coaching**

Over the course of the MBA programme you have the opportunity to participate in coaching sessions with experienced executive coaches for your personal and career development.

### **English Writing Programme**

One-on-one coaching with our writing experts will sharpen your English language skills and improve your written course assignments.

### **General Context Programme**

The seminars and workshops in the General Context Programme are optional add-ons to the MBA programme and give students and alumni a means of honing skills for future management challenges. These seminars and workshops promote your ability to see your own actions in a larger context and to consider their impact from multiple perspectives. You will have the opportunity to practice social, cultural, and problem-solving competencies in order to reach a more holistic understanding for your own decision-making. We teach these skills in real-life contexts with external partners and encourage close and intensive exchange of ideas among participating students and alumni.



### **Balancing Work, Life and Study**

We know how important it is to maintain a work-life balance when pursuing an academic degree on top of a full-time job. Through numerous social events, healthy lifestyle seminars, and a fun athletic programme, we help you achieve this balance while you are at GGS and beyond.

### **Faculty Days**

Join classmates, alumni, GGS professors, and visiting international faculty for our annual Faculty Days gathering. Workshops, networking, and celebration are the main events during our traditional day of dialogue, reunion, and new connections. And, at the graduation ceremony, you will proudly receive your MBA diploma.



### **International Study Tours**

You are invited to participate in our annual international study tour to key global business destinations, such as China, the USA, Brazil, or India. In the host country, we explore the culture, visit renowned universities, and take an inside look at local enterprises. Tours are open to all GGS students and alumni and provide a unique opportunity for in-depth interdisciplinary exchange and networking. You can also take the study tour for credit as part of the Personal Focus Module on "International Perspectives on Business." Travel costs for students are partially funded by the Dieter Schwarz Foundation.

### **International Study Opportunities**

To literally expand your horizon and complement your studies at GGS, we encourage you to take courses at one or more of our international partner schools (e.g., Leeds University Business School (UK), the Kelley School of Business at Indiana University in Bloomington (USA), or the College of Management at Mahidol University in Bangkok (TH)). Similar to the annual study tour, courses at our partner schools may be used to fulfill the requirements for the Personal Focus Module on "International Perspectives on Business."



# Application, *Admissions and Costs*

Applying for our MBA programme is straightforward.  
Here is what you need to know.



## Required Formal Qualifications

A bachelor's degree or equivalent

210 ECTS credits, in exceptional cases  
180 ECTS credits

At least 3 years of work experience (in  
exceptional circumstances requirement  
can be reduced to 2 years)

Proof of Level B2 English language  
proficiency (Common European Frame-  
work), e.g., TOEFL, IELTS\*

Full-time employment or self-employment  
for the duration of the degree programme

\*We offer on-going TOEFL preparation  
courses at GGS for applicants to our  
degree programmes, free of charge.  
Let us know if you are interested, and we  
will tell you the next available dates.

## Next Steps

We are happy to answer questions about  
your application and admission in person,  
by telephone, or by email. We can also  
send you additional information about  
the programme as well as copies of the  
application materials. Please submit your  
completed application form together with  
all documents required on the checklist  
directly to GGS.

The checklist and application form are  
available at [www.ggs.de](http://www.ggs.de), where you may  
also complete the application online.

Space is limited to 25 students per intake.  
Applications are processed year round on  
a first-come, first-served basis. Apply early  
to assure your best chance of admission.

## How the Admissions Process Works

Applicants who have met all preliminary  
requirements for the MBA programme will  
be invited to an Admissions Day. This is  
our opportunity to meet you along with  
other applicants and get a better idea of  
who you are, of your motivation for study  
at GGS, and your goals relative to the  
master's programme. On the same day  
you will receive detailed feedback from us  
and learn whether you have been admitted  
to the programme.

## Tuition and Scholarships

Programme tuition	29,500 EUR
Dieter Schwarz Foundation scholarship	11,800 EUR
Total student payment	17,700 EUR
Semi-annual student payment	4,425 EUR

At each intake, five special scholarships of 75% toward all  
tuition costs are awarded through a separate selection  
process. For further information, please see [www.ggs.de](http://www.ggs.de).

There are no additional tuition charges for modules at  
international partner schools (see p. 2) and Personal Focus  
Modules 15 and 16 (see p. 7). However, students may have  
to pay for travel, accommodation, and possibly visas.

*Information current as of June 2015.*



# GGS

GERMAN GRADUATE SCHOOL  
OF MANAGEMENT & LAW



## Contact



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