



American Graduate  
School of Business  
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SWITZERLAND  
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# **Master of International Business Administration (MIBA)**

**CATALOGUE (2018-2019)**



## **LIST OF COURSES**

### **Core Modules**

ACC 661	International Accounting I
ACC 672	International Accounting II
COM 662	International Business Strategy
COM 672	International Relations
COM 683	International Business Law
ECO 661	International Economics
FIN 661	International Finance
FIN 672	Entrepreneurship
MGT 661	International Management
MGT 672	Human Resource Management and Training
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### **Topical Modules**

COM 670	Critical and Creative Thinking
COM 684	Ethical and Legal Business Environment
COM 685	Geopolitics
COM 686	International Private Law
COM 687	Modern Production Technique
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MGT 674	Business Leadership
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MGT 677	Quantitative Aspects of Managerial Decision Making
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MGT 684	Advanced Retail Management
MGT 685	Management for Sustainable Development
MGT 686	Organizational Behavior and Development
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MGT 688	Sales Management
MGT 689	Strategy Adaptation and New Business Models
MGT 690	Wealth Management
MGT 692	Leadership for Global Management
MGT 693	Manufacturing in a Modern Environment
MGT 694	Managing in a Down-Turn
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MKT 680	Advanced Marketing Research

### **Capstone + Internship**

INT 699	Project Internship
MDP 699	Dissertation



## **CORE MODULES**

### **ACC 661 - International Accounting I (3 CH / 4 ECTS)**

A study of the main international accounting standards, i.e. IFRS and IAS. A discussion of the main issues and challenges for Managers facing Accountants today in an environment that is more and more ruled by international standards, which are set over the national laws.

### **ACC 672 - International Accounting II (3 CH / 4 ECTS)**

A study of the main international accounting standards, i.e. IFRS and IAS. A discussion of the main issues and challenges for Managers facing Accountants today in an environment that is more and more ruled by international standards, which are set over the national laws. In various cases, the student shall be able to find in the Standards the topic rules which apply. The student shall be able to understand the meaning and the practical consequences of these rules, i.e. explain – with his own words – the rules to be applied to the topic situation.

### **COM 662 - International Business Strategy (3 CH / 4 ECTS)**

This course is meant to expose students to the process of internationalization. After raising the theoretical question of “Why” firms internationalize in the first place, the course moves to address the issue of, “How to internationalize?” Once the question of “How” is made, the next question to be answered is “Where?” Finally, the last part of the course addresses the key managerial issues surrounding the functioning of a multinational enterprise.

### **COM 672 - International Relations (3 CH / 4 ECTS)**

The course pursues three aims: a) providing students with an overview of World Affairs since 1914; b) introducing students to International Relations theories and methods of analysis; c) familiarizing students with the functioning of state diplomacy and international institutions.

### **COM 683 - International Business Law (3 CH / 4 ECTS)**

This course aims at presenting the basics of business law, first on a local basis (Roman law such as it is used in Continental Europe, partially Common law), then on an international level whenever that is possible. The basic assumption is that no businessman or business entity can be successful without understanding and coping with the fundamentals of law. To make sure students find out what they need to know in a complex environment such as the actual one, especially on a local or an international level, they have to be exposed to the main principles of the most widespread legal systems. They will understand the differences between civil law and business law, the latter deriving from the former, and they will be confronted to criminal law for economic offenses to which they might be exposed in their business life. They will then have a global overview of the international problematic that can derive from international trade, electronic trade, exchange and transportation of goods, including aspects of sustainability and environment protection. They will also be confronted to criminal law linked to bad business practices.

### **ECO 661 - International Economics (3 CH / 4 ECTS)**

The course studies Economics within a global managerial perspective. Companies working on the international/global scale need to achieve financial, marketing staffing and structural competitiveness that implies an accurate understanding of International Economics from a managerial point of view.

Examination in detail of the real-world, international economic debate, Laissez Faire versus Interventionism, via the application of international economic theories: economic rationales for Nationalization and Privatization are used to explain world-wide Privatization, especially debt-for-equity-swap programmes within Developing economies. Economic theories of Micro-Economics, Macro-Economics and International Economics are used to demonstrate and explain the economic external environment of international business and current, real-world economic trends : greater role of Laissez Faire Free Market forces and lower levels of government Interventionism within mixed economies; ever-increasing global Privatization within first-world O.E.C.D. economies and debt-for-equity-swap strategies within more-open economies of emerging markets; greater preponderance of oligopolistic, dominant



multi-product multinational firms within international markets; higher levels of Foreign Direct Investment within global Capital Markets.

**FIN 661 - International Finance** (3 CH / 4 ECTS)

The course provides the background against which this crisis took hold and its evolution over time, space and content: from a financial crisis in the US first, to a global economic, followed by a global social and, potentially, a political one. Although the Euro zone crisis may have particular characteristics, it can be argued that the two crises are very closely connected. The course also examines the currently applied solutions, all of which are based upon the standard IMF principle of austerity. One of the major aims of the course is to reflect upon possible alternatives and demonstrate that the only viable solution(s) must be based upon the lending parties' exercise of social responsibility and the sustainable development of borrowing countries. Class review of current events and case studies are used to exemplify the underlying concepts.

**FIN 672 - Entrepreneurship** (3 CH / 4 ECTS)

The Cambridge dictionary defines entrepreneurship as the 'skill in starting new businesses, especially when this involves seeing new opportunities'. The course is tailored to meet the most pressing needs of entrepreneurs –under an extended definition of entrepreneurship- and examines the start-up, project and/or acquisition feasibility problem. Once this is resolved, the entrepreneur must turn his/her attention to the financing question. The course places a particular emphasis on the financial section of a business plan. Topics discussed include short- and long-term budgeting, capital structure, cost of capital, company valuation and financing alternatives. Participants examine the risks of implementing their idea and the tools available to minimize those risks. Discussions are applicable to both the creation of a new business as well as the realization of a new project within an existing business.

**MGT 661 - International Management** (3 CH / 4 ECTS)

Management is a practice, it is neither science nor a regular profession. Globalisation and internationalisation of the economy as well as digitalisation are not new, however their impact has become more visible. This course will work on two levels: it will bring key concepts (performance, organisation theory, adaptation, strategy, change, etc.) and knowledge in the current context in terms of regular managerial functions (production, marketing, sales, finance, HR, etc.); in addition, the course will prepare students for real managerial challenges in the business world with a practical approach. A key skill in international management is persuasion and "selling your idea" in different teams and ultimately to the management hierarchy. Knowing that only experience will lead to outstanding practice of management, exercises will prepare to students to real world confrontations in small medium and big organisations.

**MGT 672 - Human Resource Management and Training** (3 CH / 4 ECTS)

In this course the students are going to understand the importance of Human Resource Management training. Why is it important? Do companies actually need it? Discuss in detail the components of a successful employee learning experience. The students will be watching videos, discuss real life situations and case studies for better understanding of the course.

**MGT 683 - Corporate Strategic Planning** (3 CH / 4 ECTS)

This course will emphasize the fundamentals of corporate and business level strategy formulation, and inter-related aspects of strategy implementation, via readings and case analysis. Firm performance/outcomes in any industry are strongly dependent on the set of inter-connected strategic choices regarding overall firm direction across its business units (corporate strategy) and strategies to improve the competitive position within the specific industry/market segment(s) that the firm serves (business strategy). This course will provide conceptual frameworks and techniques to analyze, develop, and implement firm strategies, including discussion of the dynamics and evolution of industry structure, and the pattern of interaction among the competitors in the industry. The course will also discuss assessment of the organizational resources that form the basis for firm-specific capabilities (internal assessment) that can be leveraged to develop strong/superior competitive strategy in the marketplace.



**MGT 691 - Research Methods** (3 CH / 4 ECTS)

The course is primarily based on participation and coaching for the final project. Main stages in historical, social science and business research. Empirical program of research involving the formulation of a research problem, theoretical background reading, research design, data collection and field work and finally, the construction, writing and defending of an academic project. The seminar will aim at two results: the first one for providing participants with a preliminary reference framework. The second one for participants to be able of addressing further operational “desk” and “field” research methods, both from a “Quantitative and Qualitative” point of view.

**MKT 661 - International Marketing** (3 CH / 4 ECTS)

International Marketing has become an important way for survival in ever evolving international businesses. Lots of new markets are opening and old markets need to be restructured to beat the competition. This course is going to focus upon recent developments in different world environments and their impact on international marketing. Study the ethics and global product policy to understand the international branding and promotions.



## **TOPICAL MODULES**

### **COM 670 - Critical and Creative Thinking (3 CH / 4 ECTS)**

Numerous studies have shown that today's employers value critical thinking, complex problem-solving and creative/innovative thinking skills more than anything in the graduates that they are seeking to hire. The present course aims to help assist students in acquiring such skills, apply them in case studies resembling typical professional situations, and assist them in how to use these skills to more fruitfully study in all the other courses they are taking at the university. The material learned in this course should significantly help their chances of finding employment in their professional area of choice. The course will liberally use case studies and teamwork to apply the concepts to real-life situations that might confront the students in their professional career.

### **COM 684 - Ethical and Legal Business Environment (3 CH / 4 ECTS)**

This course aims at providing an understanding of the ethical and legal issues that underpin business decision-making. The course focuses on the organization of the Swiss, EU, and US legal systems as well as on the operation of their rules. It also examines the ethical constraints that impact business. Emphasis is placed on both theoretical considerations and problem-solving.

### **COM 685 - Geopolitics (3 CH / 4 ECTS)**

This course offering aims to provide advanced students with a broad exposure to current geopolitical issues. The evolution of geography and politics is traced from Imperialism of the 19th century to the New World Order of the 21st century. Additional topics include the effects of Globalization and the concentration of Wealth on current geopolitical events.

### **COM 686 - International Private Law (3 CH / 4 ECTS)**

This course aims at presenting the basics of international private law such as applied in Switzerland. To make sure students find out what they need to know in a complex environment such as the actual one, especially on a local or an international level, they have to be exposed to the main principles of the most widespread legal systems, common law and Roman law. After the presentation of the Swiss international private law, students will be introduced to main differences between civil law and business law, the latter deriving from the former, and they will be confronted different aspects of private law such as business law, social law, criminal law for economic offenses, consumer protection. They will then have a global overview of the international problematic that can derive from international expatriation, electronic trade, exchange and transportation of goods, including aspects of sustainability and environment protection.

### **COM 687 - Modern Production Technique (3 CH / 4 ECTS)**

This course aims at developing students' practical understanding of production techniques, it will show them how to integrate technical innovations within the manufacturing industry and the financial consequences of doing so properly. After a short introduction showing the main elements within and around the production technique, students will be given the opportunity to practice different manufacturing models in the frame of different simulations and to complete their knowledge by a visit on site of a manufacturing facility. They will also understand the relationships and effects on other divisions within a given company (real or virtual) and will be led through the financial implications on the income statement and the balance sheet of a proper manufacturing technique. The relationship with customers within marketing activities will also be taken into consideration since products have eventually to be sold to them. Inventory management will also be studied in order to introduce the concept of Just-in-time manufacturing.

### **FIN 680 - Capital Markets (3 CH / 4 ECTS)**

The purpose of this course is to provide students with a clear understanding of capital markets and the way they work. The course covers the Efficient Markets Hypothesis and puts a particular emphasis on the nature and impact of interest rates on capital markets. Besides the theoretical background which is necessary for the general understanding of the subject, the course will also provide students with practical examples demonstrating how capital markets function as well as their role during the recent (and ongoing) global financial crisis.



**FIN 681 - Financial Management** (3 CH / 4 ECTS)

This course will expose students to the key concepts and practices used by managers to successfully manage the financial aspects of enterprises. Elements of corporate finance will be introduced as important tools to understand how companies effect capital budgeting and day to day asset management decisions.

**FIN 682 - Investment Analysis** (3 CH / 4 ECTS)

The course provides a solid foundation in the analysis of a variety of investment vehicles, the assessment of the investment environment in a global context, a thorough understanding of asset classes and financial instruments, as well as portfolio theory and practice. Key theories that are used in analyzing investment, including the capital asset pricing model, the efficient market hypothesis, and behavioral finance, with a view to preparing the global manager with a comprehensive knowledge of this important subject.

**MAT 661 - Statistics for International Business** (3 CH / 4 ECTS)

This course is an introduction to Statistics and Probability with global business applications. The objective of the course is to give students a solid grounding in the basic concepts of statistics and probability covering the following main themes: Collection and summarizing data for business analysis; The application in a general and in a business context of probability and probability distributions; The normal distribution; Estimation and Confidence Intervals; Hypothesis testing; Chi-squared and F-distribution, analysis of variance; Correlation and regression.

**MGT 662 - The Internationalisation of Business** (3 CH / 4 ECTS)

Globalisation and internationalisation of the economy as well as digitalisation are not new, however they have become more visible. This course will work on two levels: it will bring key concepts in internationalisation of business in term of models, processes and approaches and confront common places with solid foundations. In addition, the course will prepare students for real managerial/entrepreneurial challenges with a practical approach. A key skill in international business is thinking global and acting local: exercises will immerse students and give the opportunity to prepare their own projects in groups.

**MGT 673 - Event Management** (3 CH / 4 ECTS)

This course is a practical course in Event Management. The students will plan, execute and evaluate a real event in IKEA Vernier, Geneva\*. The event will be connected to one of Sweden's largest celebrations, Midsummer. The students must be aware of that the workload will exceed the workload of a regular class!

**MGT 674 - Business Leadership** (3 CH / 4 ECTS)

Leadership is an indispensable skill for any modern manager. At its core, leadership is the ability to empower others to work towards a common goal. Often misunderstood as a quality a person either inherently possesses or doesn't, it is in fact a series of interrelated competencies that can be analyzed, practiced and mastered. In addition to exploring various types and theories of leadership, this class will empower students to critically analyze and improve their own leadership competencies.

**MGT 675 - National Competitiveness** (3 CH / 4 ECTS)

This course describes the fundamentals of competitiveness theory: its definitions, how it is measured and its implications for economic development, society and environmental stewardship, thereby adding a focus on sustainability. Theoretical models of competitiveness will be studied to better understand the underlying principles of how nations build the foundations for future prosperity. Participants will actively engage in an effort to assess nations' strengths and weaknesses in terms of long-term sustainable competitiveness. Different models of competitiveness will be introduced as well as cases describing the evolution of competitiveness of particular countries.

**MGT 676 - Launching a Start-Up** (3 CH / 4 ECTS)

According to recent statistical evidence, more than 50% of all start-ups fail within their first 4 years of existence. The key reasons of failure identified by research include lack of basic knowledge in



management and lack of business experience. Management basics can only be covered through a considerable learning effort. This is a capstone course providing a hands-on exercise on launching a start-up and will go through all the steps of running a prospective business on paper before actually implementing in order to accumulate the required experience. The course places a particular emphasis on the financial section of a business plan. Topics discussed include investment feasibility, capital structure and the financing decision. Participants examine the risks of implementing a business idea and the tools to minimize these risks. Refining a business plan idea through market research and literature review, designing a marketing strategy, determining the HR needs and capital structure as well as analyzing financing alternatives.

### **MGT 677 – Quantitative Aspects of Managerial Decision Making (3 CH / 4 ECTS)**

In this course students will gain knowledge and understanding of key methods and thinking frameworks in business decision-making, build effective models to help with managerial action, and learn how to present clearly and succinctly their ideas as business decision-makers incorporating quantitative concepts.

### **MGT 681 - Integrated HRM and Intangible Assets (3 CH / 4 ECTS)**

This course aims at developing students' understanding of human resource management, especially when taking into consideration their ability to confront theory and practice. After a short introduction dedicated to different aspects related to personnel motivation, students will go through a practical experience in managing a service company, delivering consultancy services and trying to keep it profitable. They will have to retain talents, hire new ones, monitor employees' motivation and dismiss less motivated people. Talents will have a natural trend to leave as soon as their objectives are not met. Customers will quit if dissatisfied with the level of services rendered. Students will also have to profitably allocate costly resources when customers are not in sight by studies and training.

### **MGT 682 - International Investment Strategy (3 CH / 4 ECTS)**

This course focuses on the international dimensions of strategy and competition, and provides a framework for formulating strategies in an increasingly complex world economy. It provides students with the tools to better understand competitive forces in today's global economy and to develop strategic perspectives to work effectively in today's interconnected world. The course examines the basic frameworks for understanding competitiveness in international business and identifying the opportunities presented in a dynamic global environment. Managers face enormous challenges when trying to take advantage of these opportunities. The second section of the course focuses on understanding and using analytical tools in the context of specific problems and environments.

### **MGT 684 - Advanced Retail Management (3 CH / 4 ECTS)**

Retailing is a high-tech, global, growth industry that plays a vital economic role in society. The course focuses on the strategic issues facing the retail industry and provides a current, informative approach to this industry and the changes that it faces. The objective is to stimulate students interest in retailing courses and careers by capturing the exciting, challenging, and rewarding opportunities facing both retailers and firms that sell their products and services to retailers, such as IKEA.

### **MGT 685 - Management for Sustainable Development (3 CH / 4 ECTS)**

This course will examine the framework of sustainable development in terms of economic development, social inclusion, governance and environmental stewardship. An overview of the world economy will be presented, exploring the concepts of population growth and demographics, poverty and income inequalities, environmental threats, social well-being, economic empowerment, urbanization and governance. The notions of convergence and divergence will be discussed with regard to income gaps and social inclusion. Participants will be encouraged to actively engage in discussions and exercises to measure and compare certain economic and social indicators in order to better grasp their meanings and applications. Lastly, the class will consider how governments should pursue a more sustainable development path by adopting international best practices, while taking into account their national heritage and culture.



**MGT 686 - Organizational Behavior and Development (3 CH / 4 ECTS)**

This course is about how the Organization as a living organism, develops, changes and evolves. It discusses the scientific and theoretical aspects of Organizational Behavior and Development. The course will include several practical real-life cases. To understand the Organization, the impact it has on the individuals and vice versa. To acknowledge the impact of globalization, workforce diversity, values and organizational ethics.

**MGT 687 - Real Estate Management (3 CH / 4 ECTS)**

The course is an introduction to the Real Estate management. It focuses on the goals of property managers and investors. The student is required to learn the different types of real estate investments, and the specific characteristics of such a market. The course will provide students with the tools they need to understand and analyze real estate markets and the investment alternatives available to both debt and equity investors. The content and problems addressing current trends in real estate finance and investments are incorporated into the course.

**MGT 688 - Sales Management (3 CH / 4 ECTS)**

Focus on the primary functions of sales management: sales. Participants will develop a better understanding of the sales process and how to manage this process in others. Techniques and skills are explored and applied in role-play and cases. Additionally, topics such as hiring, training, compensation and reporting will be introduced.

**MGT 689 - Strategy Adaptation and New Business Models (3 CH / 4 ECTS)**

The objective of this integrated strategic management, marketing and entrepreneurship MIBA course is to further enhance the expertise of the MIBA student in evaluating and formulating strategic marketing and management decisions in a global, less-developed markets context. Over the past decade, multinational corporations faced with slowing economic growth and market saturation in domestic markets have increasingly chosen to pursue market opportunities in less-developed and emerging nations. The course explores in greater depth the strategic challenges and risks that multinationals face in their quest for achieving and sustaining market leadership and profitable growth in competitive, fast-changing, global less-developed markets. Students will learn how to adapt corporate and business strategies and conventional business models designed primarily for developed nations, in order to capitalize on the unique business opportunities, management practices and market dynamics encountered in marketing innovative services and products to the Bottom of the Pyramid (BoP) segments in less-developed countries. While emphasizing concepts and tools of global strategic management and marketing, the course will also integrate elements of innovative product development and social entrepreneurship. The course will progress through lectures, videos, readings and reading-based assignments, Internet-based research, and strategic case analysis.

**MGT 690 - Wealth Management (3 CH / 4 ECTS)**

This course offers a unique analysis of the risks faced by participants in the financial markets, savers and investors, investment funds, financial institutions, interacting through both financial institutions and financial markets, as well as strategies that can be adopted for controlling and better managing these risks. The course provides a broad understanding of fundamental investment decisions taken by the investors. Major topics will include introduction to finance, valuation concepts, investments, bonds and shares, rates of return, dividend policy.

**MGT 692 - Leadership for Global Management (3 CH / 4 ECTS)**

Leadership is the ability to influence a group of people towards a goal. In this course students will increase their own leadership capacities through feedback, reflection and practice. Even though all of us have had leadership opportunities, we all too rarely receive candid, insightful feedback on our actual performance that then allows us to think, act and speak more effectively in the next situation. The heart of this course is the repeated coaching and real-time feedback the students will receive on their own leadership activities from their peers and the instructor. Students will use readings, case studies, experiential exercises, and self-reflection, as well as focused coaching and feedback, to optimize their own



leadership capabilities. Course deliverables include: active participation in your own leadership growth during the semester and a more reflective attitude on your own growth as a person and professional.

**MGT 693 - Manufacturing in a Modern Environment (3 CH / 4 ECTS)**

This course aims at developing students' practical understanding of production techniques, it will show them how to integrate technical innovations within the manufacturing industry and the financial consequences of doing so properly. After a short introduction showing the main elements within and around the production technique, students will be given the opportunity to practice different manufacturing models in the frame of different simulations and to complete their knowledge by a visit on site of a manufacturing facility. They will also understand the relationships and effects on other divisions within a given company (real or virtual) and will be led through the financial implications on the income statement and the balance sheet of a proper manufacturing technique. The relationship with customers within marketing activities will also be taken into consideration since products have eventually to be sold to them. Inventory management will also be studied in order to introduce the concept of Just-in-time manufacturing.

**MGT 694 - Managing in a Down-Turn (3 CH / 4 ECTS)**

This course is designed to give students practical tools to cope with managing a company in a modern economic environment where changes are rapid and at times brutal. Students will get the opportunity to include all skills and knowledge acquired either in previous courses, elsewhere or through their professional experience. The course is structured around a simulation in which different teams will manage competing companies in a competitive environment.

**MKT 670 - Advanced Consumer Behavior (3 CH / 4 ECTS)**

This course is about how consumers choose, buy and use product and services. The approach is scientific, concerned with theory and evidence, but also connecting practical examples to the theory. We will be focusing upon the psychological framework that impacts the consumer and her/his behavior.

**MKT 672 - Innovation and Product Development (3 CH / 4 ECTS)**

Innovation and Product Development are survival imperatives. If an organization doesn't change what it offers the world and the way which it creates and delivers its offerings, it will most likely not survive. There are many examples of how innovation contributes to competitive success – not just in financial terms but in terms of what the organization is trying to do in its environment. The essential ingredients in delivering successful new products and services are the key people involved and their creative ideas. It is not a process, it is all about people and management. In the best companies, new product development and innovation is an activity driven by vision, organizational energy, top leadership and lastly, process.

**MKT 673 - Industrial B2B Marketing Strategy (3 CH / 4 ECTS)**

The main goal of this course is to help students understand the major decisions marketing managers and top management face in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities to create value in the marketplace, in the specific case of industrial or business-to-business (B2B) marketing.

**MKT 680 - Advanced Marketing Research (3 CH / 4 ECTS)**

This course is designed to prepare the student to be able to collect, analyze, and interpret economic, demographic, and sociological data for use in marketing and management decision making. The several exercises and group projects that the students will participate in, are designed to give you experience. They are designed to challenge experienced students on a Master level.



## **CAPSTONE+INTERNSHIP**

### **INT 699 - Project Internship (6 CH / 12 ECTS)**

An integral and distinguishing part of the MIBA program is the Directed-Internship in which the student is involved in the actual business operations of an organization. The internship will count for 6 credit hours, and must be completed within one year of the completion of the last course at the AGSB campus. The nature of the internship is defined prior to the student's placement with a company and may be carried out worldwide. At the conclusion of the Internship, students must return to campus to present and defend their written Dissertation Project Document.

### **MDP 699 - Dissertation (6 CH / 12 ECTS)**

The Dissertation Project requirement is the final criterion for completion of AGSB's MIBA program. It provides a demonstration of candidate's ability as a graduate student to explore, develop and organize materials relating to a specific issue or an applied orientation within a field of study. The report must exhibit the ability to pursue research and investigation in a rigorous and perceptive fashion and to present the results in an extended scholarly statement using a clear, direct and concise style. This dissertation document provides an opportunity for the MIBA candidate to conduct original, analytical work. It requires the engagement and illustration of a theoretical and conceptual framework, as obtained during the study program.

### **SEMINAR(S)/FIELD TRIP(S) (4 CH / 4 ECTS)**

Distributed over the duration of the MIBA program. Seminar(s)/Field Trip(s) takes place at least once per academic year.