

Executive  
**MBA**  
**MCI** Management  
Consulting  
International

The pioneer MBA in Consulting

Accredited by



ISO 9001: 2008



**HCMC University of Technology**  
School of Industrial Management

**n|w**

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



# EMBA MCI



[www.mba-mci.edu.vn](http://www.mba-mci.edu.vn)

The pioneer MBA in Consulting and Entrepreneurship



# WHY EXECUTIVE MBA?

*Executive MBA (EMBA) is tailored in line with the demand of society nowadays when well – educated and high – skilled labors become the urgent need for bussiness sustainable development. There is an increasing number of company executives and managers choosing this type of MBA as their passport to success. It could be your choice as well.*

## **1. ENHANCE CAREER OPPORTUNITIES**

MBA degree is not jewelry, especially for those who are determined to an Executive MBA program. In response to the society's urgent need of personal development and career enhancement, EMBA with its unique training program helps learners strengthen their expertise and quickly climb up the corporate ladder with expected salary package alongside a respectable designation. Unlike traditional MBA with general curriculum and elective Modules, an Executive MBA requires students to complete a specialized curriculum with role-specific know-how and focuses on developing a selected range of management skills, including leadership and communication. Upon completion, EMBA program brings students competitive advantages and opportunities to enhance and become experts in their career.

## **2. BROADEN BUSINESS NETWORKING**

To managers, businessmen and executives from various career backgrounds, it could not be denied that Executive MBA program is a place - of - connection, which creates a multicultural for networking and relationship promotion among students. Networking during the academic terms enhances the establishment of business contacts and refer rals afterwards.

## **3. STUDENT – CENTERED PROGRAM**

Putting students in the center, EMBA course of studies is normally organized in small – sized classes every other week, in the evening and/ or weekends so that students could stay with their full-time job while studying. EMBA highly evaluates the practical experience of each student, especially in the connection with theory absorption.



YEAR END PARTY



CONSULTING CAFE



OPENING CEREMONY



MCI AMBASSADOR



CONSULTING MANAGEMENT FORUM



IN CLASS



FIELD TRIP



GRADUATION CEREMONY



NETWORKING

## ACCREDITATION

### FIBAA Accreditation



EMBA-MCI Vietnam officially becomes the first graduate program in Vietnam accredited by FIBAA (Foundation for International Business Administration Accreditation). This valuable recognition was valid for 5 years since September 2010. In 2015, EMBA-MCI has been successfully re-accredited by FIBAA and extended the accreditation for 7 more years (2015 – 2022), which affirms the quality commitment of EMBA-MCI program to students. This award is given to eligible MBA programs satisfying all obligatory basic requirements for a qualified program. Besides, EMBA - MCI Program is recognized as a high - quality program by Vietnam National University and Swiss Government.

### ISO 9001 : 2008



EMBA-MCI is proud of being the accredited program by ISO 9001 : 2008. HCMC University of Technology is well – known with high – quality programs and annual numerous enthusiastic and skillful fresh graduates contributing to the society. Following this tradition, with objective to help student “learn from the BEST to be the BEST”, EMBA - MCI tries to improve program quality by tightening the number of admissions, professionalizing academic services as well as enhancing the networking in MCI Community.

The Executive Master of Business Administration – Management Consulting International (EMBA-MCI) is one of the world pioneer MBA programs that provide management consulting education.

Currently, EMBA-MCI is offered in Switzerland, India, and Vietnam, with additional courses in China and United Kingdom, which enables students to have opportunities to develop international profiles by conducting parts of their studies abroad.

In Vietnam, EMBA-MCI is launched under the cooperation between the University of Applied Sciences and Arts Northwestern Switzerland, a leading brand in higher education segment in Switzerland, and Ho Chi Minh City University of Technology (Bach Khoa University), one of the most famous and prestigious universities in Vietnam. EMBA-MCI is proud to be the first and the only Master program in management consulting in Vietnam.

# EMBA-MCI PROGRAM

Association of Management Consultants in Europe and elsewhere support the initiative. In combination with MBA title, this program ensures an important basis for the acceptance in the consulting profession. The lectures are delivered by respected experienced company executives as well as Professors from partner universities abroad. Design and subject matter of studies are constantly updated and further developed to ensure the outstanding quality of the program and practical relevance of the subject matter which enables participants to directly implement the tools and skills learnt.



# Admission requirements

- 1 University degree
- 2 At least 03 years of relevant professional experience
- 3 English proficiency (IELTS 6.0, TOEFL pBT 550, TOEFL iBT 79 or equivalent)



## Enhanced career opportunities

A growing number of companies consider consulting skills to be key qualifications specialists and executive personnel

## Higher income

MBA graduates typically advance at least by one managerial level in their career and double their salaries later.



## Superior reputation

FIBAA accredited management consulting MBA in line with international standards considerably raises the credibility and reputation of independent consultants and increases the potential fees significantly.

## International practice

Enriching knowledge and skills through observing as well as interacting with professors and other students, from various career, working position and nationality, creates the dynamic study environment, which is also the unique trait of the international EMBA program.



## Practical know-how

Design and subject matter of the studies, which are constantly updated and further developed, are scientific - based and equally practice-relevant. Students are able to apply newly gained knowledge and skill directly in working life.



## International experience

Opportunities to study one semester in Switzerland or selected modules abroad in another EMBA-MCI program with no additional tuition fee.



## Interdisciplinary network

Possibility to cooperate with EMBA-MCI alumni in many different sectors and areas of responsibility.



# EMBA - MCI

The pioneer in Consulting and Entrepreneurship education

*Management Consulting covers different types of services*



## WHO SHOULD ATTEND?

- 1 Anyone involved in leading others or having attention to raise their level of management and business consulting effectiveness
- 2 Consulting expert, leaders of consulting companies
- 3 Corporate leaders (CEO, CIO, COO, etc.)
- 4 Government leaders
- 5 Anyone aspired to be manager or international management consultant
- 6 In particular also IT-consultants, tax consultants, business and financial auditors, etc.
- 7 Specialists and executives with an activity focus in controlling, organization or employee development, trainers, instructors, key personnel in financial services





# HO CHI MINH CITY UNIVERSITY OF TECHNOLOGY (HCMUT)



**ESTABLISHED  
IN 1957** Member of Vietnam National University, HCMC  
Leading University in Southern Vietnam



**1,300 FACULTY MEMBERS**

**70%**

Holding Ph.D and Master  
Degrees from international  
universities in the world



11  
faculties



4  
training centers



10  
science research and  
industry transferring  
centers



10  
functioning offices  
and one limited  
company

**SINCE 1994**

50,000 Bachelors of Science/ Engineering  
1,503 Masters  
25 Doctors

Many of whom are either keeping management roles or leading experts in state-owned or foreign-investment enterprises of different industries in Ho Chi Minh City and other southern provinces.



[www.hcmut.edu.vn](http://www.hcmut.edu.vn)

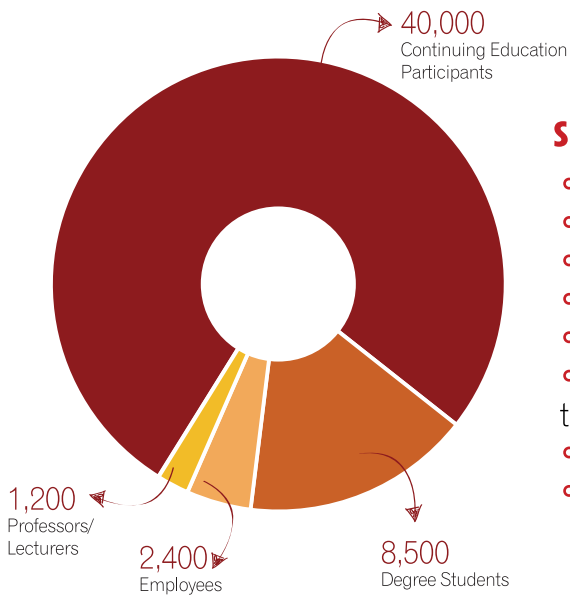
## UNIVERSITY OF APPLIED SCIENCES AND ARTS NORTHWESTERN (FHNW)



**A LEADING STATE  
UNIVERSITY  
IN SWITZERLAND  
DELIVERING**

Quality tertiary and executive education  
Practice- and profession-oriented  
Innovative research and consulting

*Recently ranked No.5 among all Swiss universities*

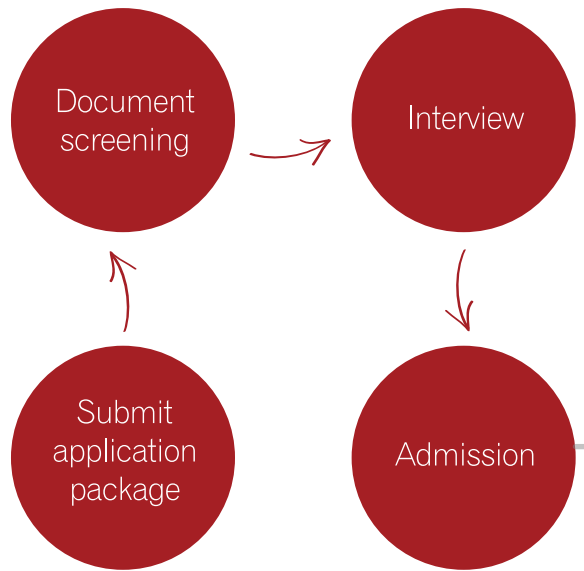


### SCHOOL OF BUSINESS

- Leader in Business Education in Switzerland
- Leader in Internationalisation
- Widely recognised and highly reputed by decision makers
- Excellent Academic and Business Network
- One of the biggest school of FHNW
- More than 20% of FHNW students are enrolled in the School of Business
- More than 130 partner universities around the world
- Around 300 students exchanged per year



# 2 YEARS JOURNEY PLENTY OF ACTIVITIES



*Being MCI student with diversified activities*

## Academic



*In class*



*Consulting Cafe*



*Master Thesis in Switzerland*



*Field trip*



*Consulting Management Forum*



*Seminars and workshops*

## Team building



*Year - End Party*



*Outdoor activities*



*Game shows*



# OPENING CEREMONY



# GRADUATION

# ALUMNI

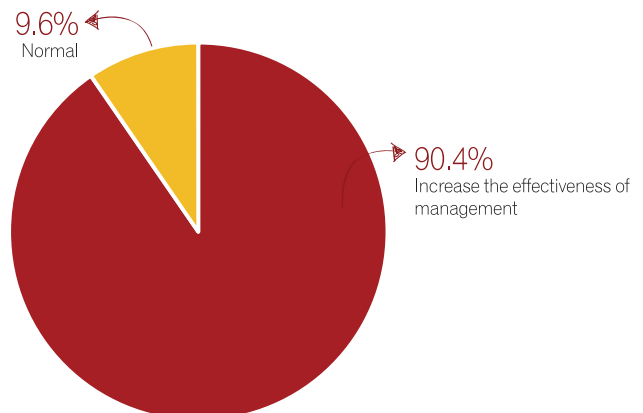
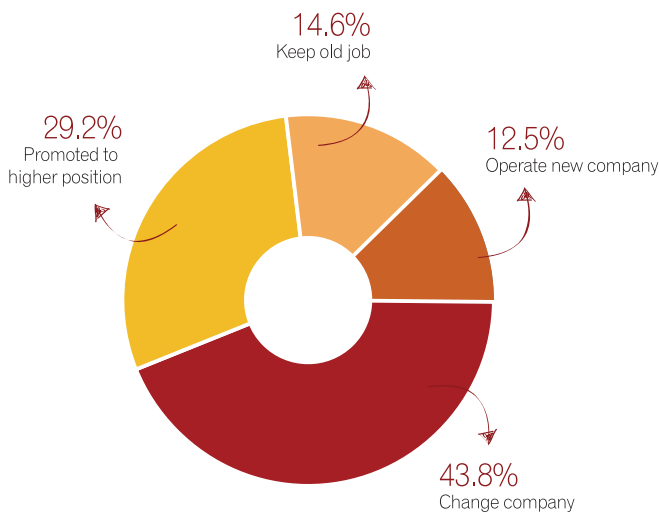
## AFTER MBA



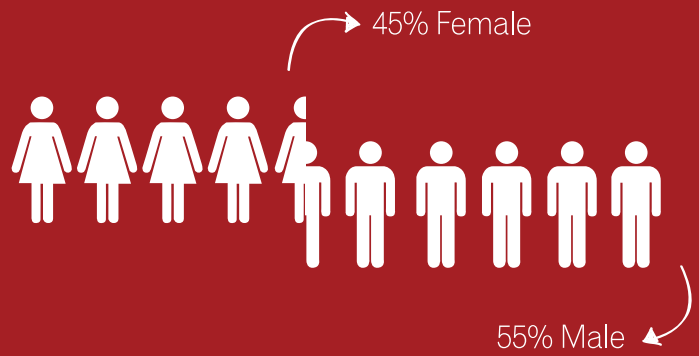
With employment contract: 69.6%



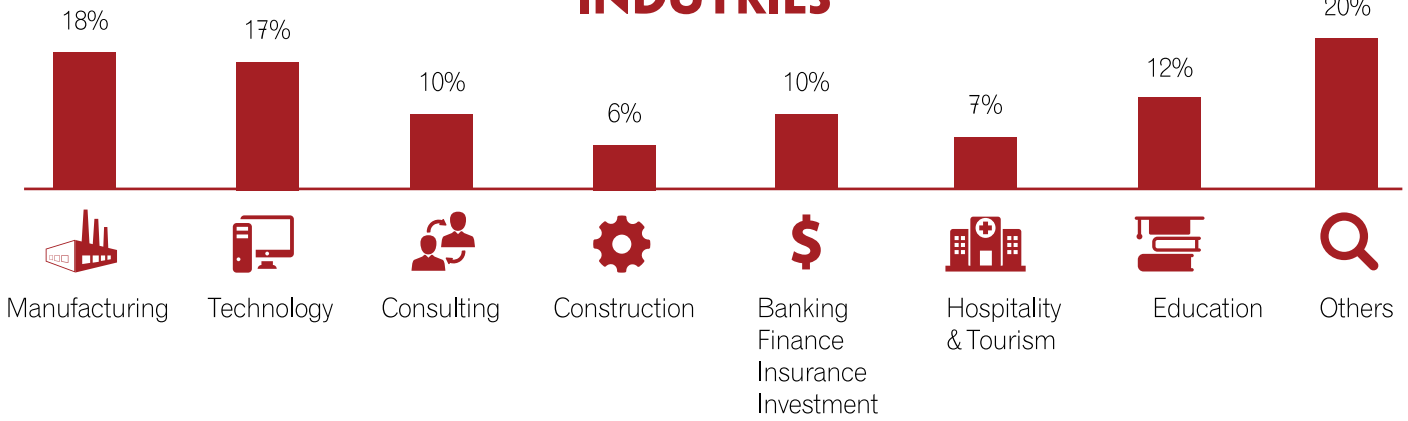
Business Owner: 30.4%



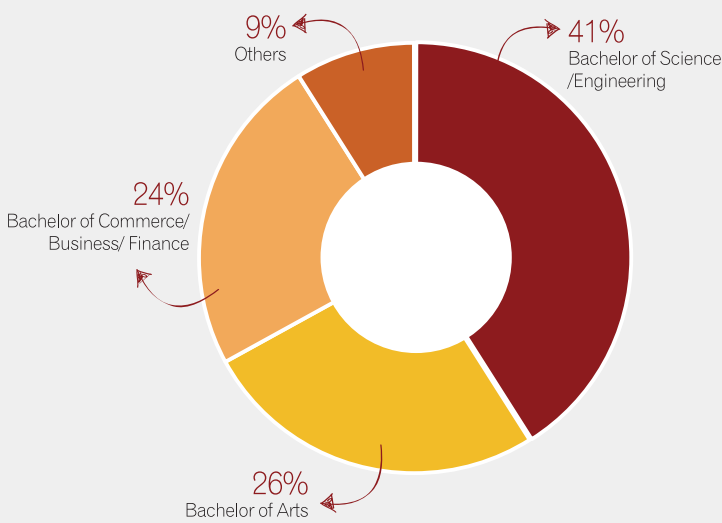
# EMBA-MCI STUDENT WHO THEY ARE



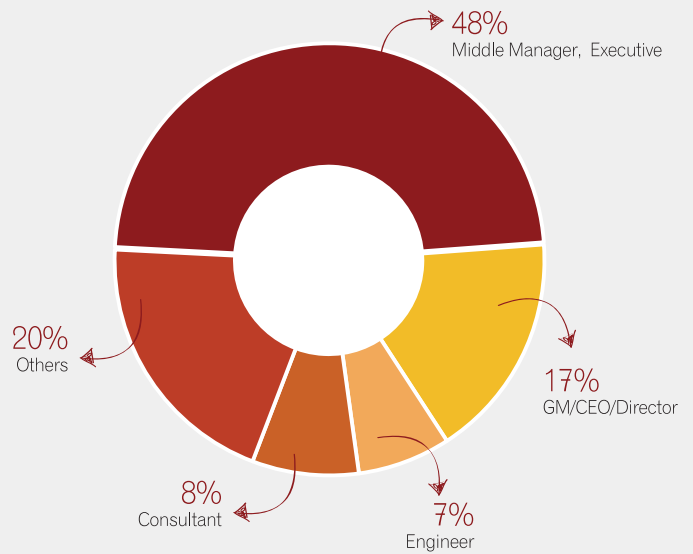
## INDUTRIES



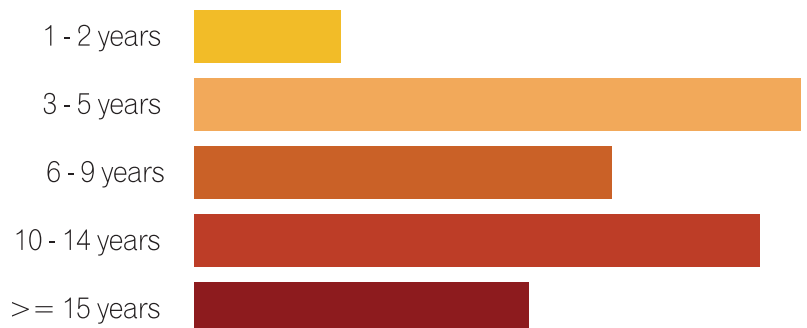
## FIRST DEGREE



## POSITION



## WORK EXPENIENCE





# FACULTY

*A strong faculty includes experienced executives who have devoted themselves for years to the development of world - renowned corporation such as McKinsey and Company, Deutsche Telekom, Deloitte, Volkswagen, etc. as well as respected Professors from prestigious Universities in the world: University of Applied Sciences and Arts Northwestern (Switzerland), Chulalongkorn University (Thailand), University of Berne (Switzerland), Ludwigshafen University of Applied Sciences (Germany), Old Dominion University (USA), HCMC University of Technology (Vietnam), etc.*



## **Prof. Dr. Ruedi Nuetzi**

- Managing Director - School of Business – FHNW, President, Working Group "Internationalization" at Rectors' Conference of the Swiss Universities of Applied Sciences (KFH)
- More than 25 years' international experience in Management, Consulting and Coaching
- Project-leader of an international study on International Negotiation Skills with 10 international academic partners
- Lecturer in the field of Psychology, business communication and leadership.
- PhD in History, German Literature and Arts, University of Zurich, Switzerland



## **Prof. Dr. Guy Ochsenbein**

- Head of the Institute for Human Resource Management and Organization (PMO) and member of the Managing Board - School of Business - FHNW
- Director of TASK Consultants /Switzerland, Project Leader at the Swiss National Fund for Sciences
- More than 30 years' experience in consulting and training assignments in HRM
- Numerous research activities in HRM v.a editor of the Swiss HRM Yearbook
- Lecturer in Human Resource Consulting
- PhD in Psychology (social and organizational) in University of Berne, Switzerland



## **Prof. Dr. Rolf-Dieter Reineke**

- Director of EMBA-MCI Program and Professor - School of Business - FHNW
- 20 years' international consulting experience in strategy, organization, internationalization, human resources management, change management and consulting.
- Lecturer in International Business, Business Process Re-engineering, Merge and Acquisition Consulting
- Numerous research activities in International Management, Merge and Acquisition Consulting, Change Management v.a editor of the subject area Consulting for the Gabler Encyclopaedia
- PhD in International Management, University of Münster Germany



## **Dr. Vu The Dung**

- Vice Rector of HCM City University of Technology (HCMUT)
- Director of Office for International Study Programs (OISP) – HCMUT
- More than 20 years' experience in marketing and as managers and consulting experts for domestic and international projects.
- Lecturer in Communication Skills in Consulting, Marketing
- PhD in Business Administration and Marketing, Old Dominion University, USA



## **Prof. Friedrich Bock**

- Managing Partner- MovingMinds GmbH
- Around 15 years' experience in executive positions and management of international management consulting projects in big corporations: Arthur D. Little international, Detecon, Volkswagen, Deutsche Telekom, Bull International, etc.
- Lecturer in Strategy Consulting, Management Consulting Firms, Economics
- Prof. for Economics, Ludwigshafen University of Applied Sciences, Germany



### **Assoc. Prof. Le Nguyen Hau**

- Dean of School of Industrial Management – HCMUT
- Previously Director of the Business Research and Training Center/Manager of the SME Support Office – HCMUT
- 16 years' experience in business consultant and trainer, 4 year experience in civil engineering consultant
- Lecturer in Research Methods
- PhD in Marketing and International Business, University of Western Sydney, Australia



### **Dr. Duong Nhu Hung**

- Vice Rector of HCMC University of Economics and Law
- 4 years' experience as instructor in USA, more than 10 year experience as managers and training expert.
- Award Outstanding Doctoral Student, College of Business and Public Administration, Old Dominion University
- Lecturer in Financial Accounting, Managerial Accounting, Financial Investments
- Ph.D. in Finance, Old Dominion University, USA



### **Prof. Pieter Jan Perrett**

- Lecturer of School of Business - FHNW
- 11 years' experiences in project management and consultancy Project, Interpersonal Communications Expert for the Euro2008 football championships in Bern, Switzerland
- Lecturer in Leadership, Communication, Project Management, Consultancy and Decision Making
- International research project for Swiss Federal Department of Economics, EU research project for the EU Commission
- of International Research Group in Mobile Learning, Member of Focus India project team for 2010



### **Prof. Dr. Erich Bürkler**

- Lecturer of School of Business - FHNW
- Post CEO and MD in two Indian companies Management Consultant in India and Sri Lanka
- Experience in Teaching in EMBA in Basel (Normative Management) Summer University Wien, Consulted lately a Swiss Union and a Casino in Basel
- Lecturer in Business Economics, International Strategy
- PhD in Economics, University of Berne Switzerland



### **Prof. Dr. Rolf Meyer**

- Managing Director - Institute of Management - School of Business - FHNW
- Founder and leader wyobras GmbH (consultancy and teaching), Scientist of Federal Office of Social Insurance, Expert at Federal examinations (Advanced Federal PET Diploma) of manager export and manager pension fund
- Lecturer in Entrepreneurship and Innovation, Financial Management
- Leading some Consultancy projects in Germany, Liechtenstein and Poland, collaboration with ARU Cambridge relating to dual Degree
- PhD at University of Basel, Switzerland



### **Assoc. Prof. Nguyen Trong Hoai**

- Vice Rector - HCMC University of Economics,
- Lecturer of Fulbright Economics Teaching Program
- 22 years' teaching experience in Economics, Managerial Economics, International Trade, Development Finance, Research Methodology, Development Economics, Macroeconomics, Econometrics
- Research on 8 projects, publish on 3 books and 30 journal articles on economic development
- PhD in Economics, University of Colombo, Sri Lanka





#### **Le Tien Hung M.S., J.D**

- Lecturer in Law of Management Consulting, international consulting with emphasis on the negotiating, drafting, and arbitrating of management consulting agreements
- Partner Attorney at Le & McLurkin Law Offices, Los Angeles, California; U.S. Associate Attorney at Baker & McKenzie, LLP
- Previously System Engineer - Intuit's IT storage infrastructure, Law and Motion Attorney - San Diego Superior Court;
- PhD in UCLA School of Law, USA



#### **Dr. Oliver Gottschall**

- Lecturer - Chulalongkorn University (Thailand)
- More than 8 years' experience in consulting positions as a Project Manager at McKinsey & Company, External project team member for DailierChrysler (Thailand) Ltd and international companies
- Lecturer of Human Resource Consulting, Organizational Behavior, Ethics in Consulting, International Management Consulting, Business Strategy & Strategic Management
- Research on "The impact of national culture on Human Resource Management in Thai SMEs"
- PhD in International Human Resource Management, University of Lincoln, UK



#### **Dr. Sakda Siriphatrasophon**

- Lecturer - Khon Kaen University (Thailand)
- Managed and organized the SMEs strengthening project to the ASEAN Economic Community in conjunction with Ministry of Industry
- More than 18 years' professional experience in business management and development, domestically and internationally, in various sectors
- Lecturer of General Management, International Business Management, Organization and Management, Human Resources Management, Business Research Methodology
- PhD in Development Management (International Program), National Institute of Development Administration Thailand.



#### **Dr. Beat Hans Wafler**

- Lecturer of School of Business - FHNW
- Deputy Director in Nam An Consulting Service and Trading Joint-stock Company, Member of Board in Holcim Vietnam
- More than 18 years' experience at top manager for international companies in Switzerland, Thailand, Hong Kong and Vietnam.
- Lecturer of Entrepreneurship
- PhD at Asian Institute of Technology (AIT), Thailand



#### **Dr. Soenke Friederich**

- Professional experience as course leader since 25 years, including human resources development aspects of planning and organizing courses.
- Training and coaching of project managers and management consultants in project management and leadership skills
- Coordinating the development and production of microelectronic parts in an international enterprise as a product-/project manager
- Lecturer of Consulting Process
- PhD at University of Hamburg, Germany

Other highly qualified individuals are prepared to support the EMBA-MCI Vietnam by adopting positions in lecturing by acting as guest-lecturers.

# FIBAA ACCREDITATION



FIBAA

YOUR PARTNER FOR EXCELLENCE  
IN HIGHER EDUCATION

FOUNDATION FOR INTERNATIONAL  
BUSINESS ADMINISTRATION  
ACCREDITATION (FIBAA)

## PROGRAMME ACCREDITATION

of the Master Programme  
EMBA Management Consulting International  
(Executive Master of Business Administration (EMBA))

of

Fachhochschule Nordwestschweiz  
in Cooperation with Ho Chi Minh City University of Technology (HCMUT),  
Vietnam

The FIBAA Accreditation Committee for Programmes  
awards its Quality Seal according to its resolution on 27<sup>th</sup> November 2015.



The accreditation is valid until the end of summer semester 2022.  
It is granted under conditions.

BONN, 27<sup>th</sup> November 2015

Managing Directors



# APPLICATION FOR ENROLMENT

Course of studies:  
EMBA-MCI HCMUT for the fall term.../...

Name of applicant:.....

# APPLICATION FOR ENROLMENT

Surname \_\_\_\_\_ Given name \_\_\_\_\_  
Name at birth \_\_\_\_\_ Place of birth \_\_\_\_\_  
Date of birth \_\_\_\_\_ Sex \_\_\_\_\_ Male(M) / Female(F)  
Nationality \_\_\_\_\_

## Postal address

Street \_\_\_\_\_ Supplement \_\_\_\_\_  
Postal code \_\_\_\_\_ Town \_\_\_\_\_  
Country \_\_\_\_\_ Telephone Number \_\_\_\_\_  
Email \_\_\_\_\_  
Health insurance:  N = not subject to statutory insurance  
B = exempted from statutory insurance  
P = covered by statutory insurance

## Details of university entrance qualifications

\_\_\_\_\_ Date \_\_\_\_\_  
Type of qualification ( general university entrance  
qualification, eg. Secondary School, High School)  
\_\_\_\_\_ Town \_\_\_\_\_ Country \_\_\_\_\_

## Details about your study

Name of last course of studies (eg.: Bachelor of Arts, Bachelor of Commerce) \_\_\_\_\_  
\_\_\_\_\_ Duration of study (years)  No. of terms   
Further examinations/ final examinations passed (eg. Bachelor, Master)  
\_\_\_\_\_  
\_\_\_\_\_

## Professional experience

Number of years of professional experience after the first university degree \_\_\_\_\_ years

Current Employer  with employment contract  self employed

Company name \_\_\_\_\_

## Industry experience

- Consulting  FMCG/ Retail  Real estate  Hospitality/ Tourism/ Entertainment  
 Investment/ Banking  Health care  Education  Construction  
 Government / Non -profit organization  Energy  Communication/ Marketing/ Media  Manufacturing  Others:  
.....

Position / Function \_\_\_\_\_  
Duration Employed since \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

Previous Employer 1  with employment contract  self employed

Company name \_\_\_\_\_  
Industry experience  
 Consulting  FMCG/ Retail  Real estate  Hospitality/ Tourism/ Entertainment  
 Investment/ Banking  Health care  Education  Construction  
 Government / Non-profit organization  Energy  Communication/ Marketing/ Media  Manufacturing  Others: .....

Position / Function \_\_\_\_\_  
Duration Employed since \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

Previous Employer 2  with employment contract  self employed

Company name \_\_\_\_\_  
Industry experience  
 Consulting  FMCG/ Retail  Real estate  Hospitality/ Tourism/ Entertainment  
 Investment/ Banking  Health care  Education  Construction  
 Government / Non-profit organization  Energy  Communication/ Marketing/ Media  Manufacturing  Others: .....

Position / Function \_\_\_\_\_  
Duration Employed since \_\_\_\_\_  
Address \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

Previous Employer 3  with employment contract  self employed

Company name \_\_\_\_\_  
Industry experience  
 Consulting  FMCG/ Retail  Real estate  Hospitality/ Tourism/ Entertainment  
 Investment/ Banking  Health care  Education  Construction  
 Government / Non-profit organization  Energy  Communication/ Marketing/ Media  Manufacturing  Others: .....



Position / Function \_\_\_\_\_

Duration Employed since \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

**With my signature I explicitly confirm that:**

- 1. I do not suffer from any disease, which might endanger the health of others
- 2. I have not been declared as incapacitated and am not in provisional tutelage.
- 3. False, erroneous, or incomplete statements can result in the enrolment being revoked.
- 4. I undertake to give immediate notification of any change of address.

**Declaration**

I herewith declare that the statements given by me in the application for enrolment are correct and complete. I am not enrolled at any other university in Switzerland.

\_\_\_\_\_

Town Date Signature

**General information about basis in law**

Enrolment directives of the University of Applied Sciences and Arts Northwestern Switzerland and Examination Procedures of the EMBA-MCI.

**APPLICATION PACKAGE**

All necessary documents for admission have to be delivered in the English, German or French language. Documents in the Vietnamese language are to be accompanied by an authorized translation.

- 1. Application (template)
- 2. 03 Passport-size photos with full-name plus DOB written on the back
- 3. 02 Copies of Citizenship Identification Card
- 4. 03 CV with signatures
- 5. 03 Copies of University degree and transcript records
- 6. 03 Application letters with signature
- 7. If available: employment records
- 8. If available: Diplomas about the proficiency of the English language
- 9. Application fee: please contact EMBA- MCI office

\*\*\* All completed application packages must be submitted to EMBA- MCI Office

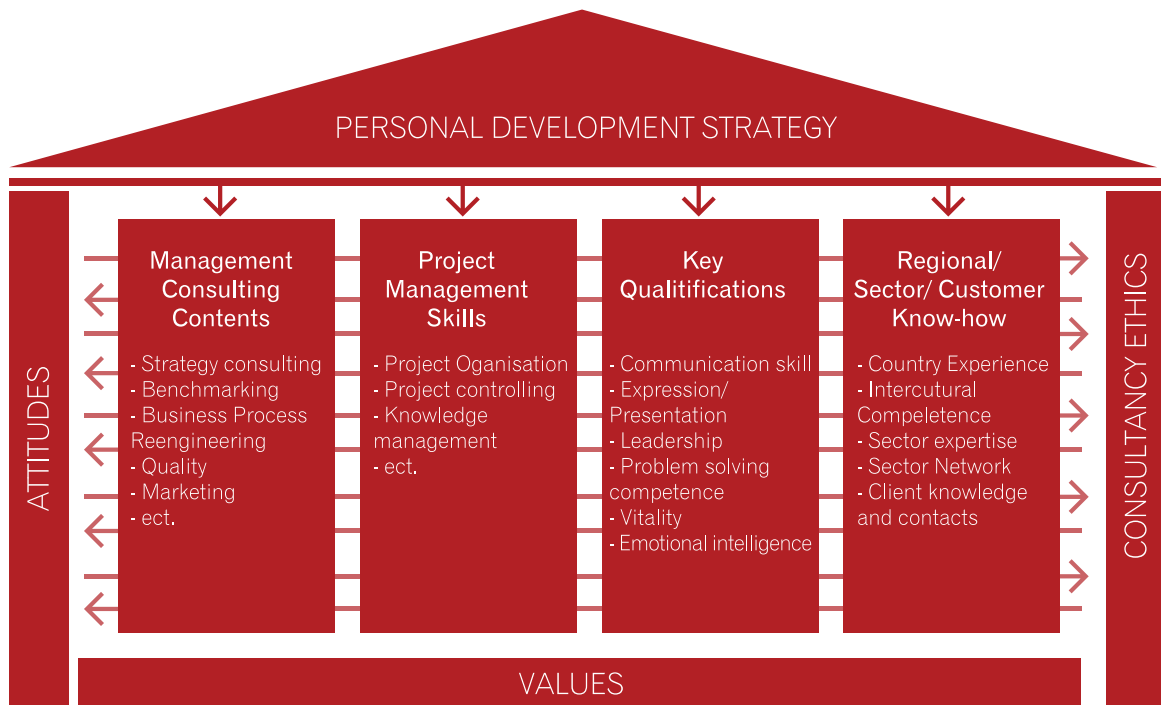
**APPLICATION DATES FOR ANNUAL NEW INTAKE**

Document Screening	Within 07 days from submission
Interview	Within 07 days from submission
Opening & First Module	Annual June

# COURSE

# DESCRIPTION

## EMBA-MCI: 60 ECTS



HOUSE OF COMPETENCE FOR MANAGEMENT CONSULTANTS

### THE COURSE OF STUDIES:

- 3 first semesters of lectures distributed on week-ends and in the evenings
- 4th semester: (MBA-dissertation phase) Dissertation in HCM City. Student can opt for spending this phase in Switzerland with additional fee applied.
- Teaching methodology: intensive workshops, case studies, group work, presentations and lectures and examination to evaluate students.

The subject matters of the course reflect all relevant aspects of general management and international management consulting, ranging from management consulting principles to the individual phases of the consulting process to strategic management consulting. Continuous updating and further development of the subjects master is ensured. The Course committee offers student the opportunity to participate actively in the implementation and further development of the course. The Advisory Board, consisting of executives from consulting firms, contribute to the updating and further development of the studies offered.

The course contents include 10 modules and 1 master thesis:

Module 1	Foundations of International Management Consulting
Module 2	Basics of Management and Finance
Module 3	Leadership in an International Environment
Module 4	International Dimensions of Organizational Behaviour and Change
Module 5	Management of Consulting Companies
Module 6	International Standards of Consulting Process Design
Module 7	Strategy Consulting
Module 8	Competence of Entrepreneur and Innovation
Module 9	Communication Skills in Consulting
Module 10	Research Methods / Master Thesis

# MODULE 1

## FOUNDATIONS OF INTERNATIONAL MANAGEMENT CONSULTING

### 1.1: INTRODUCTION TO THE MANAGEMENT CONSULTING PROFESSION

#### OBJECTIVES

This module introduces the particular features of the international consultancy markets and the specific characteristics of those involved in the markets (clients and consultants). It enables the students to recognize the relevance which is different environments (macro-economic, socio-cultural, political, legal, and natural) have to the consulting process. Case-studies on typical projects are the basis for developing a feeling for the distinctive aspects of international consulting assignments.

At the same time, the module ensures that the students are provided with a uniform basic knowledge of management science in its international focus. This is the foundation for developing the ability to draw up internationally oriented consulting products.

#### CONTENTS

- Consulting: Definition, concepts and philosophies
  - Consultancy markets
    - Volume, market segments and trends in international management consulting
    - Regional aspects of international management consulting
  - Clients
    - Typologies of clients
    - Determining factors for consultancy requirements
  - Consultants
    - Typology and roles
    - House of competence for management consultants
- Specific aspects of international consulting projects, case studies

### 1.2: MACROECONOMICS

#### OBJECTIVES

The objective of this module is to give a basic insight into international macroeconomics and political economics as required for the work undertaken by consultants. In view of the different specialist backgrounds of the students in the post-graduate course the module focuses on creating a uniform basis in the knowledge and understanding of economics. The orientation is the development of the macroeconomic analytical ability of the students.

#### CONTENTS

- Basic concepts and mechanisms of macro economics
- The functioning of markets for goods and capital
- Overview of the application of business economics in international management consulting

### 1.3: INTERNATIONAL MANAGEMENT

#### OBJECTIVES

This module enables the students to recognise the relevance which different environments (macro-economic, socio-cultural, political, legal, and natural) have to the consulting process. Case-studies on typical projects are the basis for developing a feeling for the distinctive aspects of international consulting assignments.

#### CONTENTS

- Basics of internationally oriented management science / international business
  - Globalization and internationalisation theories
  - Consulting in foreign environments
  - International aspects of functions in business administration (especially strategy/planning, organisation, procurement, production, marketing, human resources management)
- Specific aspects of international consulting projects, case studies
- Dynamics and facts of the ASEAN Economic Integration (AEC)





# MODULE 2

## BASICS OF MANAGEMENT AND FINANCE

### 2.1: MANAGEMENT FUNCTIONS / INTEGRAL MANAGEMENT

#### OBJECTIVES

The objective of this course is for students, through interaction with their fellow students, to become aware, what modern management in an international context involves, such as questions of cultural influence on management understanding, the type of responsibility of management and, hence, the values that are important with regard to people in the society and the target markets.

- At the same time they should gain basic knowledge about the management functions.
- They oversee the different forms and types of companies and are able to differentiate and characterise them on the basis of their ownership structure, profit-orientation, sector, and legal and cooperation form.
- Also, the participants know the advantages and disadvantages of the most important legal forms.
- They understand the main goals of a company and are able to review the achievement of goals through selected indicators.
- By means of a corporate planning exercise, they study value creation processes and corresponding cash flows. The students can conceptualise the structure of the environment of a company, including value creation, stakeholder concept, a thematic approach to the corporate environment and the environmental spheres. Students know as well the creative spheres of a company from an inner perspective and are able to analyse what is happening within a company, accordingly. They are able to discriminate between repetitive and innovative tasks and know the meaning of the task types for management, organisation and management style. As a result of this introduction, students know the structure of an integral management system and the interdependencies between its elements – functional areas and management levels.

#### CONTENTS

- What is management?
- The society we live in: structural and value change
- Development of a company
- Managers as agents of change
- Complexity management: modelling, fundamentals of systems theory and cybernetics, systems engineering, basic model of steering
- Model of the corporate environment, value creation, buying and sales markets, environmental spheres; stakeholders
- Corporation: creative spheres, task types
- Management: functional areas, management levels, management system of the company

### 2.2: FINANCE AND ACCOUNTING

#### OBJECTIVES

At the end of the course, the participants know and understand:

- The system of double-entry bookkeeping, including annual balance of accounts, chart of accounts (SME) and basic principles of accounting standards (OR, GAAP, FER, IFRS)
- Content, functional principle and evidence of balance sheet, profit and loss account, cash flow statement and annual balance of accounts
- The most important indicators of balance and performance analysis; the participants are able to calculate and analyse them.
- Know and understand the purpose of cost and performance accounting
- Know and understand content and evidence of cost-type accounting, cost centre accounting and cost unit accounting
- Are able to perform calculations for production, trading and service companies
- Understand the difference between full cost accounting and direct costing
- Are able to perform basic break-even analyses and apply tools of cost and performance accounting for decision-making
- Know the most important analysis and planning instruments of budgeting
- Are able to use and interpret indicators accurately
- Know contemporary approaches of cost management such as activity based costing and target costing.
- The different forms of financing and are able to interpret them correctly within the lifecycle of a company
- The forms of internal financing (self-financing, financing with amortizations)

## CONTENTS

- Balance sheet, profit and loss account, bookkeeping
- Annual balance of accounts
- Chart of accounts, accounting standards
- Cash flow statement and calculation
- Annual balance of accounts
- Balance and performance analysis
- Introduction into cost and performance accounting
- Budgeting: analysis and planning instruments
- Current approaches of cost management
- Controlling
- Forms of financing

## MODULE 3

### LEADERSHIP IN AN INTERNATIONAL ENVIRONMENT

#### 3.1: LEADERSHIP

##### OBJECTIVES

The objective of the course is to provide students with the essence of leadership. The focus is on leadership principles and the behavioural aspects of the leadership function. The specific context of guiding consulting teams will be considered.

#### 3.2: PSYCHOLOGY

##### OBJECTIVES

The objective of this module is to clarify for the students the extent to which psychological aspects influence the consultant-client relationship in the stages of the consulting process as well as the way in which a contribution can be made towards an effective consultant-client relationship from the psychological point of view. In this regard the students are trained in how to handle critical situations in the consultant-client relationship.

##### CONTENTS

- Principles of leadership in a globalized world
- Leadership styles
- The situational context of leadership
- Leadership behaviour
- Leadership of project teams
- Leadership in consulting projects

##### CONTENTS

- Relevant psychological aspects during the client-consultant relationship in an international setting
- Psychological approach to handling typical critical situations in the various individual stages of the consulting process
- Psychological concepts for consultants
- The psychology of the consulting team.



Tran Nguyen Chan Phuong  
*Intake 2010 - 2012 - Manager*

I have received 07 job offers from big companies in HCMC after I graduated EMBA-MCI Program.



Dinh Kim Nghia  
*Intake 2010 - 2012 - Consultant*

I have not only found numerous challenges in seeking knowledge and honing methodology but also a reliable network with friends from various fields.



Ly Trung Truc  
*Intake 2011 - 2013 - Specialist*

I have received values from a study environment with a variety of ages. Experienced learners often make decisions with a general view and immediate judgment. Meanwhile, young people usually make their own solutions with creative perspectives and dare to take risks in particular. Combining these ideas, I have learned how to solve problems more effectively.

## MODULE 4

### INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOUR AND CHANGE

#### 4.1: ORGANIZATIONAL BEHAVIOUR AND IT'S APPLICATION IN CONSULTING

##### OBJECTIVES

The participants understand personnel leadership as a task-related interaction in the context of work and organizational dynamics. In particular, they are able to explain the principles of the regulation of human behaviour, identify different social patterns of perception, recognise reasons for the failure of a group and propose concrete improvements, and explain how supervisors gain and lose confidence in their employees and why this is critical for the success of consulting assignment. The international dimensions of organizational behaviour get special attention.

##### CONTENTS

- Basics of Organizational Behaviour
- The internal and external context of organizations
- International dimensions of organizational behaviour
- Personalities and attitudes
- Motivational needs and processes
- Stress and conflict
- Power and politics
- Groups and teams
- Managing behavioural performance in international consulting assignments

#### 4.2: CHANGE MANAGEMENT AND KNOWLEDGE MANAGEMENT

##### OBJECTIVES

The objectives of this module are:

- Understanding the theoretical-empirical foundations of change management and their relevance for international management consulting
- Discovering the approaches and instruments of the corporate culture analysis
- Understanding the theoretical-empirical foundations of knowledge management and their relevance for management consulting
- Encountering examples of typical projects

##### CONTENTS

- Definition and concepts of change management
- Change Management in international management consulting projects
- The cycle of change
- Change management tools and interventions
- Knowledge Capturing
- Knowledge Creating
- Knowledge Sharing
- Knowledge Management in consulting assignments



Nguyen Thi Bich Tram  
*Intake 2010 - 2012 - Specialist*

In EMBA-MCI program, students have the opportunity to be taught in small classroom sizes, which gives the advantage of a personal communication between students and professors.



Nguyen Hieu Nghia  
*Intake 2010 - 2012 - Business Owner*

I do appreciate that you have brought a high quality programme with many practical applications thru case study, which in deed helps me a lot for business management and consulting.



Tham Nguyen Khoa  
*Intake 2010 - 2012 - Consultant*

Orienting career path, receiving knowledge from professors, broadening networking are values which I have found in the MCI program to enhance successful opportunities in my business as well as my life.



Tran Hoang Mai  
*Intake 2010 - 2012 - Manager*

For me, MCI Program brought me a new insight about business with the eyes and the mind of a consultant. I have learned to look at an issue in different scenarios with different options and recommendations



## MODULE 5

### MANAGEMENT OF CONSULTING COMPANIES

#### 5.1: INTERNATIONAL GOOD PRACTICES IN CONSULTING FIRM MANAGEMENT

##### OBJECTIVES

As a result of the specific kind of service offered the management of consulting firms is distinguished by particular characteristics. A method of comparison with the management of other types of companies is used to demonstrate to the students the strategic, organisational, financial, social and operative running of a consulting firm. The objective is that students understood the basic features, concepts and tools of consulting firms in line with international good practise.

##### CONTENTS

- Strategic management
  - Corporate cultures and corporate philosophies of consulting firms
  - Alternative strategic concepts and their implementation
- Organisational management
  - Alternative organisational structures
  - Procedural regulation of in-house processes (not: consulting process/project management)
  - Organisation of administration and support
- Financial management
  - Budget planning and control
  - Fees and costs
  - Profit sharing systems in partnerships and international consulting firms
- Social management and human resources management
  - Systems of incentives and motivation
  - Personnel selection
  - Personnel training and development models

#### 5.2: INTERNATIONAL ETHICAL STANDARDS FOR CONSULTING COMPANIES

##### OBJECTIVES

The objective is first to use a general approach to the term “ethics” for the purpose of creating a link to business subjects. Areas of conflict in the field of business ethics are demonstrated. Understanding of the ethically relevant environment of the consultant is conveyed. Case studies are used to analyse ethical problems in international management consultancy and the independent development of approaches towards solutions by the students is facilitated.

##### CONTENTS

- Ethics in business
  - The ethically relevant environment in consultancy
  - International ethical standards and local application
  - The positioning of the consultant
  - Ethical problem complexes in management consultancy as well as possible approaches towards a solution
- Corporate Social Responsibility
- Sustainability in management and consulting

#### 5.3: LAW OF MANAGEMENT CONSULTING

##### OBJECTIVES

The objective of this module is to provide an overview of the various legal implications of management consulting. Particular emphasis will be given to negotiating and drafting management consulting agreements with (potential) clients and alternative dispute resolution mechanisms. During workshops, students will have the opportunity to analyse various sample contracts and present their results for group discussion, as well as resolve a dispute over an international management consulting agreement in mediation.

##### CONTENTS

- International legal aspects, e.g. legal framework for providing cross-border consulting services (e.g. WTO -GATS)
- Legal frameworks for consulting firms in Vietnam
- Relationship with employees and independent contractors
- General guidelines for contract drafting
- Negotiating and drafting consulting agreements with clients
- Critical contractual terms in consulting agreements
- Alternative dispute resolution methods (mediation and arbitration).

# MODULE 6

## INTERNATIONAL STANDARDS OF CONSULTING PROCESS DESIGN

### 6.1: PROBLEM SOLVING TOOLS

#### OBJECTIVES

Learning to diagnose the situation, analyse the problem and develop concepts for the identified problems (results orientation). The students learn specific consulting process knowledge in management consultancy, including the application of standard tools and procedures.

#### CONTENTS

- To learn techniques about the process to develop concepts for the identified problems
- Drawing up nominal to-be-concepts (results orientation)
- Distinction of tools with functional focus, consulting products, methods to find creative solutions
- To learn about implementing the developed concepts in the consulting process with specific, detailed tools for the management of the consulting process, reference to combination of hard and soft factors in the implementation process
- Overview of tools for various analysis areas (strategy, org, technical)
- Content focus on tools for diagnostics (As-Is analysis) and analysis (To-Be concept development)
- Presentation and learning of situation definition tools
- Presentation and learning of information gathering tools
- Presentation and learning of creativity and information consolidation tools
- Presentation and learning of goal setting tools
- Presentation and learning of analysis tools
- Presentation and learning of decision making tools

### 6.2: PROJECT MANAGEMENT

#### OBJECTIVES

The objective of this teaching module is to demonstrate best-practice procedures to draw up the project management process of management consultancy, beginning with the establishing of contact to the potential client, over the implementation of the project up to the analysis of client satisfaction. The students learn specific project management knowledge in management consultancy in line with international best practices. This will also imply the application of standard tools and procedures.

#### CONTENTS

- Management of consulting projects
- Strategic and multi project management.
- General techniques of as-is-analysis and diagnosis
- Drawing up a nominal to-be-concept
- Implementation planning
- Implementation
- Conclusion of project and evaluation
- Quality assurance
- Client care and development
- Establishing contact and acquiring consultancy projects



# MODULE 7

## STRATEGY CONSULTING

### 7.1: FOUNDATIONS OF STRATEGY CONSULTING

#### OBJECTIVES

Learning to diagnose the situation, analyse the problem and develop concepts in strategy consulting. The students learn specific strategy consulting skills, including the application of standard tools and procedures

#### CONTENTS

- Concepts and philosophies in strategy consulting in line with international standards
- Content focus on tools for as-Is analysis and to-be concept development in strategy consulting
- Case studies on strategy consulting

### 7.2: INTERNATIONAL MERGERS AND ACQUISITIONS

#### OBJECTIVES

This sub-module introduces the students to Mergers & Acquisitions (M&A) Consulting as an area of specialisation in management consulting as well as the derived standardised and non-standardised methods of problem solving. M&A is also highly relevant to general management. M&A Consulting is introduced from a holistic point of view. With the M&A process as the general guideline the objective is to provide students with a basic understanding on how to cope with M&A from different angles like strategy, finance, general management, organizational development and change management.

#### CONTENTS

- External growth strategies
- The M&A process and the role of consultants
- M&A strategies
- Negotiation and due diligence
- Company valuation in M&A
- M&A integration phase

### 7.3: INTERNATIONAL STRATEGIC ALLIANCES AND COOPERATION

#### OBJECTIVES

This sub-module introduces the students to international strategic alliances and cooperation management as an area of specialisation in management consulting as well as the derived standardised and non-standardised methods of problem solving. These topics also are highly relevant to general management. The objective is to provide students with a basic understanding on how to include internal and external cooperation management in an approach to increase the efficiency and effectiveness in an organization.

#### CONTENTS

- Conceptual foundation of internal and external cooperation
- International strategic alliances
- Strategic partnerships
- Cluster development

### 7.4: BUSINESS PROCESS REENGINEERING AND COST-REDUCTION CONSULTING, RESTRUCTURING AND TURNAROUND-MANAGEMENT

#### OBJECTIVES

This sub-module introduces the students to Business Process Reengineering (BPR) and restructuring as areas of specialisation in management consulting as well as the derived standardised and non-standardised methods of problem solving. BPR is also highly relevant to general management, especially Organizational Design. Another objective is to provide an overview about other approaches to cost-cutting assignments and for corporate restructuring and turnaround.

#### CONTENTS

- BPR philosophies and concepts
- BPR process mapping
- Consulting approach to optimisation in BPR
- BPR benefit calculation
- Approaches to cost cutting, corporate restructuring and turnaround

## 7.5: STRATEGIES FOR STARTUP COMPANIES

### CONTENTS

- Types of and paths into a startup business
- Techniques of entrepreneurial thinking and doing
- Building and maintaining techniques of entrepreneurial thinking and doing
- Application of creativity techniques to assist development of business ideas
- Analysis and planning instruments to assess business ideas' success potential
- Industry and sector analysis (Value Chain Analysis) to facilitate positioning of a new venture
- Internal and external capabilities (SWOT Analysis)
- Internal and external growth models (organic growth, venture capital, business angels, incubators)
- Startup ecosystems
- Lean start up and agile development
- Innovation management (incremental versus radical innovation)

## MODULE 8

### COMPETENCE OF ENTREPRENEUR AND INNOVATION

#### 8.1: ENTREPRENEURSHIP AND INNOVATION (1): ENTREPRENEURIAL COMPETENCIES AND SKILLS

##### CONTENTS

- Definition and concepts of entrepreneurship
- Characteristics of entrepreneurs
- Self-Assessment of entrepreneurial strengths and weaknesses
- Interpretation of results and recommendations for improvements
- Self-Assessment of Learning Style
- Interpretation of results and recommendations for improvements
- Inside the entrepreneurial mind (innovation, identification of opportunities, implementation)
- Startup case studies / guest speakers (local startups and/or last year's participants)
- Group work on case studies

#### 8.2: ENTREPRENEURSHIP AND INNOVATION (2): BUILDING, MANAGING AND USING ENTREPRENEURIAL RESOURCES

##### CONTENTS

- Resource theories in the context of entrepreneurship
- Resource types
- Entrepreneurial value creation from resources
- Start-up models and bootstrapping
- Complementary assets
- Building a strong team
- Gathering additional resources from entrepreneurship competitions (SwissInnovation Challenge ASIA)

#### 8.3: BUSINESS CASE DEVELOPMENT

##### CONTENTS

- Business case development for project of a startup or established organisation
- Sources of funding
- Analysis of market, customer requirements and competition
- Risk assessment and addressing identified risks
- Market development planning
- Financial planning
- Theories and guidelines for an impactful pitch
- Pitching in practice

#### 8.4: HR CONSULTING

##### OBJECTIVES

This sub-module introduces the students to HR Consulting as an area of specialisation in management consulting as well as the derived standardised and non-standardised methods of problem solving. These topics also are highly relevant to general management. The objective is to provide students with a basic understanding on the areas of HR Consulting and how to align with classical management consulting.

##### CONTENTS

- Conceptual foundation and segments of HR Consulting
- Alignment of HR and management consulting
- Consulting in various HR functions
- Best practice case studies



## MODULE 9

### COMMUNICATION SKILLS IN CONSULTING

#### OBJECTIVES

The objective of this module is to give the students an understanding of the communication methods which are later to be used in the consulting context as an aid to establishing an effective consultant-client relationship. The dynamics of the development of a consulting team as well as the preconditions for good communication within the team are clarified. Special importance is placed on the development of appropriate intercultural competences.

#### CONTENTS

- Basics of interpersonal communication
- Communication processes in management consulting
- Interview techniques
- Team development and team communication
- Intercultural communication
- Negotiation skills
- Conflict management
- Moderation skills
- Presentation skills and storyboarding

## MODULE 10

### RESEARCH METHODS AND MASTER THESIS

#### 10.1: RESEARCH METHODS

##### OBJECTIVES

The objective of this module is to provide the students with the necessary skills to conduct research at Master level.

##### CONTENTS

- Research approaches that are relevant for management
- Master Thesis writing skills
- Primary and secondary empirical research
- Quantitative and qualitative research methods

#### 10.2: MASTER THESIS

##### OBJECTIVES

The purpose of the Master thesis is to write an academic study about a concrete practical or theoretical project in the field of management, as a rule with a consulting focus. Students will demonstrate their ability to work on an economic or management problem, applying an academic methodology. The topic will normally be practically oriented and help the student to enlarge or deepen his or her profile, esp. with regard to a future employment. On completion of the module students will be able to:

- Organise and conduct own investigative research in the relevant field.
- Develop and justify an appropriate thesis.
- Be aware of personal responsibility and professional codes of conduct and incorporate a critical ethical dimension into a major piece of work.
- Draw together information derived from others and from their own work in order to develop conclusions.
- Apply the relevant statistical or qualitative concepts of similarity and difference in a rigorous and intellectually disciplined way.

The colloquium will be held after the students have handed in their thesis and after the thesis has been assessed. In the colloquium, each student will have to justify his or her thesis. The colloquium consists of the student's presentation of the major aspects of the thesis, followed by a question-and-answer-session. The overall objective of the colloquium is to check the student's understanding of his or her thesis, the methodology the student used and the ability to interpret the outcomes of the Master thesis. Moreover, the student has to demonstrate that he or she is able to identify and present the main results of his or her thesis in a compressed manner. The student demonstrates his or her ability to present major findings of a broader research and to discuss business and economic topics on an academic level.

##### CONTENTS

- Master Thesis Proposal
- Master Thesis
- Master Thesis Defense (Colloquium)

# INTERNATIONAL EXPERIENCE



“I chose EMBA-MCI Program because I hope to get more information about management consulting to improve my skills and my abilities. Moreover the EMBA-MCI degree makes me and my resume become more interesting with consulting firms when I have job interviews.”

*Tobias Pflanner - Germany*



“Interesting, Fantastic and Friendly”

*Timo Schemelze - Germany*



“After one semester at EMBA-MCI Program, I think why not combining the knowledge of engineering and lean management with consulting areas. I could imagine after my study I will work at such projects which focus on management and industrial engineering and product management in an international consulting company.”

*Frank Beilard - Germany*



“I enjoyed the interesting lectures, which were taught by great and very experienced professors. The support of the EMBA-MCI team was very courteous as well. Whenever I had a concern or request, they never hesitated to help or assist. And the last fact I’d like to mention is the warm welcome in the class. All class mates were friendly and supportive. I never felt like a foreigner in the classroom.”

*Jannika Hermeth – Germany*



“The feature that I like most in EMBA-MCI Program that all classmates have work experience so they are able to add valuable reflection from realities not only theories.”

*Bornefalk Elin - Sweden*



“Interesting, International and Useful”

*Martin Haussmann - Germany*

# FAQ?

#1

Is EMBA-MCI program only for consultants? Is it suitable for officers and managers?

The consulting concept is extremely broad. The EMBA-MCI provides the knowledge of a general MBA program together with insights from a consultant's perspective. For consultants, the program helps them enhance management knowledge in line with acquire consulting tools and methods of global consulting companies to solve clients' issues more effectively. For managers, student will consolidate and get new management models and new methods of problem solving in a variety of perspectives, then adjust and develop practical models for their own business. Another important feature of EMBA-MCI training program is the skills of presentation and persuasion to internal and external clients.

#2

Do you have any comfort for busy businessmen?

Yes. We understand that students are busy with work and family. However, when you determined to pursue an EMBA-MCI degree, it'd better for you to set it as your top priority. On the other hand, complying with EMBA-MCI regulation, students are allowed to be absent up to 30% of all teaching sessions. Nevertheless, it is highly recommended that the absence rate should be kept at the minimum.

#3

Can I take EMBA-MCI classes if I already got a MBA degree? Can I skip some modules?

Yes. We have several students who previously got MBA and decided to join EMBA - MCI. If that is the case, please contact our program directly to discuss your case.

#4

Is EMBA-MCI a double degree program? Who will issue the degree for graduates?

No, it is not. You only receive one MBA degree from University of Applied Sciences and Arts Northwestern Switzerland (FHNW).

#5

Could I receive any financial aids?

EMBA-MCI students are eligible for Nam A loan which aims at providing financial assistance to students of reputable MBA Programs. Successful applicants can receive a credit up 70 million VND for each semester.

#6

How about class time?

The program requires students to finish 60 European credits in 2 years for graduation so the schedule is pretty tight. Students will study from 6 to 9 PM on weekdays and from 9:30 AM to 5:00 PM on Saturday and Sunday. Students will have a short break between each Module for self study (normally 1 week). The detailed schedule for each semester will be sent to students in advance.

#7

While pursuing EMBA-MCI Program, if I fail a course, can I re - take the exam? How about the fee applied?

If you couldn't pass one module for the first time, you have to re-sit the exam and it's free of charge. However, in case you could not successfully complete a course or fail the exam twice, you have to repeat and pay full tuition fee for the module which you fail or couldn't complete.

#8

Where will EMBA-MCI classes take place?

All classes are held in Ho Chi Minh City University of Technology, 268 Ly Thuong Kiet St, Dist. 10, HCMC.

# ALUMNI

EMBA-MCI is far beyond a class. Join EMBA-MCI means preparing yourself to become a dynamic member in a vigorous community where you are connected with others who share the common purpose and ambition. A lot of EMBA-MCI alumni are working in prestigious global and local companies






# EMBA MCI

**We understand your demand...** Globalization with its resultant diversification and convolution forces companies into facing economic turbulences that challenge businessmen regardless of the scale and history of the companies. It's time the role of consulting experts is given more prominence than ever. Consulting experts not only provide solutions for the immediate difficulties and long-term plans but also suggest initiatives, advices and new thinking for the current internal problems. Therefore, the knowledge of management consulting is considered as the essential background for managers to efficiently operate their business. Accordingly, knowledge and management experience is applied to solve problem of their customers or partners as well to improve value chain and maximize the productivity.

**We response your demand and prepare you for advancement...** In combination with the MBA-title, the program ensures an important basis for the acceptance in the consulting profession. The lectures are delivered by experienced executives and commendable professors from partner universities abroad. Design and subject matter of studies are constantly updated and further developed to ensure the outstanding quality of the program and enable participants to directly implement the tools and skills learnt.

**You design personal pathway to success...** It is a challenging decision when MBA certificate is put to the top priority over other concerns, especially for senior positions. EMBA-MCI is proud of being the favorable option to nurture the students with precious treasure of knowledge, respective experience from Professors, multicultural environment and social networking among various managers from different career backgrounds. It would be to your advantages to develop yourself and plan for new success.

## HCMC UNIVERSITY OF TECHNOLOGY EMBA - MCI PROGRAM

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Learn from the BEST to be the BEST

