

**MASTER OF BUSINESS  
ADMINISTRATION  
GLOBAL BUSINESS**

# TABLE OF CONTENTS

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<b>Lifelong Learning</b>	<b>3</b>
Prof. Dr. Dr. h. c. Harald Unkelbach	
<b>Our Mission</b>	<b>4</b>
<b>Unique features</b>	
MBA at University of Louisville – Why?	<b>6</b>
<b>Program</b>	<b>8</b>
Master of Business Administration	
Course schedule	
<b>Locations</b>	<b>16</b>
University of Louisville	
Akademie Würth Business School	
Heilbronn University	
SRH Fernhochschule – The Mobile University	
<b>Impressions</b>	<b>20</b>
Experiences	
Behind the scenes	
<b>Contact</b>	<b>26</b>

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In collaboration with



# LIFELONG LEARNING

## Dear prospective students,

Being a full-time employee and at the same time completing an MBA degree alongside the job? An international degree from the renowned University of Louisville?

Further qualification essentially increases future employment and career opportunities. Well qualified employees increase a company's competitiveness. In this brochure, you will find an offer, which we think is particularly attractive since it allows you to combine an international degree and your job.

Successfully cooperating with the University of Louisville since 2002, we give you the opportunity to do an MBA degree alongside your job within 13.5 intensive and demanding months. The MBA degree is awarded by the College of Business of the University of Louisville. The high-ranking college is fully accredited by the American Association to Advance Collegiate Schools of Business (AACSB).

Practice-based lectures and exercises are held solely in English. In addition to that, you complete half of the study period in the U.S. The program therefore does not only improve your language skills, but also fosters intercultural exchange.

However, learning is not an end in itself. Rather, techniques, methods and skills only start to flourish when being used, thus serving you in your daily work. Therefore, there is always the opportunity to discuss case studies from your company with your professors and fellow students.

Dear prospective students, giving you the opportunity to reach your full potential is both an incentive and obligation for us. We are looking forward to accompanying you during your further development – which not only you but also your company benefits from, according to Professor Würth: "Knowledge is sleep – Implementation is power."



And who would be better suited than Professor Würth to describe the power and energy of learning:

"Lifelong learning is a matter of course. Yet, if you are an attentive observer, you will realize that the people in your surroundings can be divided into two groups: some who are already old at heart at the age of 40, living without inspiration and motivation, phlegmatic, stout and fat not only in physical terms, on their way to senility. Others, aged 70, leave a nimble, optimistic, agile and positive impression, have remained active independently of their professional careers and observe their environment in an attentive and positive way. If you analyze both groups, it turns out that the former have lost their ability to learn, while the latter have maintained their analytical thinking and their drive to live."

(Prof. Dr. h. c. mult. Reinhold Würth)

Now it is up to you to use the chance of this qualification alongside the job with an internationally recognized academic degree.

Already today, we would like to wish you all the best for your future learning experience and its implementation.

Yours,



Prof. Dr. Dr. h. c. Harald Unkelbach  
Akademie Würth Business School

# OUR MISSION

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The American/German MBA program at the University of Louisville is the region's leading MBA program for internationally oriented working professionals.

We help you to develop your skills and establish the necessary connections to assume a leadership position in global industries.

We provide you with international educational experiences that build off of fundamental knowledge in relevant business disciplines.

The program will enable you to function as an entrepreneur and professional in today's globalized world.





Unique features

# MBA AT UNIVERSITY OF LOUISVILLE – WHY?

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**Broad  
management  
training**

**AACSB-accreditation**

**Heightened  
intercultural  
competence**

**Improved  
English  
speaking  
skills**

**Recognized and  
well-known  
international  
university**

**Qualification for  
an international  
working  
environment**

**Highly-  
qualified  
lecturers**

**Combination  
of theory  
and practice**

**Short duration  
of the program**

**Reliable and helpful  
support throughout  
your studies**

**Study while working  
without interrupting  
your career**

**No Master thesis –  
creation of a business  
plan as final exam  
(team-based)**

## Program

# MASTER OF BUSINESS ADMINISTRATION (MBA)

The Akademie Würth Business School offers the Master of Business Administration (MBA) program in cooperation with the University of Louisville (UofL). All students are enrolled at the University of Louisville and they will receive the MBA certificate of the same.

The MBA program can be completed part-time in 13.5 months parallel to the participants' job. It is not only characterized by the short period of time it takes to attain the degree but also by its internationality and its practically oriented contents. All courses are taught in English.

The MBA program is addressed to all interested individuals holding an earned first academic degree from a recognized or accredited university or college. At least three years of work experience is another prerequisite to impart an international general management education with broad-based, practical and business knowledge.

This MBA program is open to all interested candidates, regardless of whether or not their company is part of the Würth Group.

The MBA degree will be awarded by the AACSB-accredited College of Business, University of Louisville (UofL). Accreditations serve as mark of quality which is an important precondition for the official recognition of MBA degrees.

The entire study-program consists of 15 courses with a total of 45 US-Credits. 8 of the courses with a total of 24 credits will be taught in Louisville during two periods of attendance of 4.5 weeks each in two consecutive summers.

Prior to the period of your first stay at the University of Louisville (UofL), you will participate in a 3 days Team-Training.

Before the second summer stay in Louisville, UofL offers the opportunity to visit US-companies such as General Electric, FORD, UPS, KFC or Tricon.

The contents of the 6 courses with a total of 18 credits taught in Germany will be lectured between the two summer periods in Louisville.

### Participants can choose between two different study formats:

- In the part-time format 6 courses (each lasts 2 weekends) take place from Friday 5.30 p.m. until Sunday 5 p.m. in Heilbronn or Hamburg.
- In the so called blocked version 6 courses (each lasts from Sunday 2 p.m. until Saturday 3 p.m.) are taught in the Würth headquarter in Künzelsau-Gaisbach. This format is open also for Non-Würth employees.



(f.l.t.r.) Lilia Dreschner, Flore Chanteperdix,  
Carolin Neumayer (Ceremony 2016)



## PREREQUISITES FOR ADMISSION

- Diploma from a recognized or accredited university or college degree with a „B“ or better cumulative grade point average (German: “2.7” or better).  
Exceptions with regard to the grade of the university degree are possible in case of the prospect’s special qualification.
- At least 3 years of work experience
- Statement of motivation
- Curriculum vitae
- 2 letters of reference
- Personal interview with the academic director
- Successful completion of the Management Fundamentals course (online)

All application documents must be submitted in English.  
You can download all necessary documents at:  
[www.akademie-wuerth.de/business-school](http://www.akademie-wuerth.de/business-school).

### START OF STUDY

June

### YEARS OF STUDY

13.5 months

### COSTS

- The tuition fee is EUR 18,950. Books are included.  
All other costs such as flight tickets, VISA-fees or accommodation must be covered by the participant.
- Application fee: EUR 950 (incl. Management Fundamentals course)
- Team-Training: EUR 495 (incl. accomodation/transport/trainers)

### REGISTRATION DEADLINE

1<sup>st</sup> of March

### FURTHER NECESSARY INFORMATION

The conditions for study and the examination regulations are stated online at: <http://louisville.edu/graduatecatalog>. Particularly noteworthy is the section on “Academic Probation” under “Academic Standing” in the chapter “Academic Policies, Procedures and Requirements”.



# COURSE SCHEDULE



<p><b>MANAGEMENT FUNDAMENTALS*</b> 3 CREDITS</p>	<p><b>USA</b></p>	<p><b>USA</b> 12 CREDITS</p>	<p><b>GERMANY – OPTION 1: PART TIME</b> 18 CREDITS</p>
<p>after enrollment</p>	<p>June – First year</p>	<p>4.5 weeks – June/July – First year</p>	<p>12 weekends from Friday evening till Sunday evening</p>
<ul style="list-style-type: none"> <li>• General Management</li> <li>• Accounting</li> <li>• Finance and Business Decisions</li> </ul> <p><small>*online</small></p>	<p>Team-Training</p>	<ul style="list-style-type: none"> <li>• Decision Analysis and Financial Accounting</li> <li>• Economics I and II</li> <li>• Managerial Accounting I and II</li> <li>• Finance I and II</li> </ul>	<ul style="list-style-type: none"> <li>• International Market Development</li> <li>• Marketing and Distribution Management</li> <li>• Management of Innovation</li> <li>• Operations Management</li> <li>• Strategic Management</li> <li>• Financial Modeling</li> </ul>

13.5 Months



**GERMANY – OPTION 2: BLOCKED VERSION  
18 CREDITS**

3 times 2 weeks from Sunday till Saturday afternoon

- International Market Development
- Marketing and Distribution Management
- Management of Innovation
- Operations Management
- Strategic Management
- Financial Modeling

**USA**

June – Second year

Company visits  
(optional)

**USA  
12 CREDITS**

4.5 weeks – June/July – Second Year

- Organizational Behavior and Leadership
- Social Media Marketing
- Advanced Corporate Finance
- New Venture Creation
- Business Plan Development

OR

# Program

## COURSE DESCRIPTION IN THE USA



### FINANCIAL ACCOUNTING

This course studies how firms collect important information and report it to outside parties (investors and creditors, primarily). Another course in the MBA program studies the collection and reporting of information within the firm. We will examine the process of collecting, recording, and summarizing data about the effects of transactions and events on the firm. The primary objective for this class is that you develop the ability to read, understand, and (most importantly) interpret financial statements and related materials. For Entrepreneurship MBA students, understanding the difference between traditional, accrual-based financial statements and cash flow is particularly important.

### DECISION ANALYSIS

This course will cover the fundamental topics and subject matter related to statistics up through multiple regression modeling. A strong emphasis will be placed on how to use statistics. This will be accomplished through student analysis of real world data sets.

### ECONOMICS I AND II

Economics in general and this course in particular are designed to provide students with an understanding of how various economic concepts and economic tools are used in managerial decision making. The intent here is to integrate theory and application. Theory is only justified by its power of application in this course.

### ORGANIZATIONAL BEHAVIOR

The purpose of this class is to examine foundational theories in the context of "The Millennial Organization." Throughout the course, you will be presented with opportunities to analyze contemporary managerial dilemmas through an Organizational Behavior lens, apply strategies and techniques for improving human and organizational performance, and (in some cases) challenge the conventional wisdom.

### ADVANCED CORPORATE FINANCE

Upon successful completion of this course, students will be able to recognize the long-term history of financial markets and its impacts on the future financial strategies, understand the implications of efficient financial markets and apply efficient market hypothesis for their personal investment decisions, demonstrate the grasp of finance in the real world where markets are imperfect, estimate required rate based on CAPM model and realize its limitations.

### LEADERSHIP

The course offers an in depth examination of factors that contribute to successful executive leadership in a wide variety of organizational settings. Topics include historical research foundations, leadership barriers and constraints, and techniques leaders employ to build and leverage key relationships. At the conclusion of this module you will be able to critically and intelligently answer the following question: What is my leadership potential and how do I strengthen that potential?

### MANAGERIAL ACCOUNTING I AND II

The course covers managerial accounting methods and techniques, and how they are used to assist organizations achieve their strategic objectives. Managerial accounting topics include product costing, activity-based costing, planning and controlling costs, budgeting, new production philosophies, and analytical techniques for decision making.

### FINANCE I AND II

This course covers the understanding of the time value of money, the valuation of annuities and perpetuities, the Net Present Value and Internal rate of return, time-varying rates of return uncertainty, default, and associated risk and the trade-off between risk and return.

### SOCIAL MEDIA MARKETING

This course focuses on the use of social media in marketing management and will emphasize the strategic applications of these new technologies rather than the individual social media tools.

The course adopts a non-traditional format and, as such, incorporates a variety of pedagogical resources.

Class lectures will be supplemented by presentations from social media field experts; online conversations with authors; and four inclass realtime case analyses of prominent local organizations.

### NEW VENTURE CREATION AND BUSINESS PLAN DEVELOPMENT

This six credit hour learning experience will expose the students to the integrative nature of business through the study of the activities associated with the assessment, creation, development, critical thinking and operation of new and emerging ventures.

Individuals will have the opportunity to develop their new venture management skills through a combination of classroom exercises, case analysis, and the development of an industry and competitive analysis and business plan to support the initiation of a new venture.

## COURSE DESCRIPTION IN GERMANY



### INTERNATIONAL MARKET DEVELOPMENT

This course will cover the fundamentals and various topics related to the early stages of a company's international market entry. Based on this the students will be introduced to ways and tools of international market research. An emphasis will be placed on how to use statistics. Thus prepared the students will analyze real data sets, carry out a pre-selection of target markets and develop an international market entry strategy based on a scoring-model. An introduction on timing and organization issues will follow.

The second part of the course will show intercultural challenges in international business and explain how to overcome them. It will show how to develop and use intercultural competence. The students will be introduced to the most relevant models and methods. Thus prepared they will then analyze the values of a specific target market's culture and develop a unique code of behavior for this particular market.

### MARKETING AND DISTRIBUTION MANAGEMENT

This course, regardless of the industry background, aims at providing the students with the core concepts and tools to help them better understand and excel in marketing and distribution.

Key topics include marketing plan and strategy, market research, customer relationship management, segmentation, brand management, pricing, market communication, sales channel management, CSR and more.

### OPERATIONS MANAGEMENT

The role of operations management is to transform a company's input into the finished products or services. It includes all planning, coordinating, and controlling of the resources needed to produce a company's output.

This course is intended to provide students with an understanding of operations and their role in the organization.

It focuses on the design, management and improvement of the processes that produce and deliver goods and services. The goal is to give students a "work in class" experience of the challenges in providing world class products and services.

Analytical tools and conceptual frameworks as well as broad strategies form the foundation of this experience.

## MANAGEMENT OF INNOVATION

This course covers managerial methods and techniques in planning, acquiring and implementing technologies and hence managing the industrial innovation process. Product development is covered as a vital part of the industrial innovation process.

A key method taught in this course is "Blue Ocean Product Strategy". Furthermore general approaches for technology scouting, funding technology development are described. The importance of networks in technology development is highlighted. The course uses methods to become creative.

## FINANCIAL MODELING

Strategic decisions of corporations are increasingly supported by financial models. These are created by an expert, the financial modeler. In the context of financial modeling he creates applications based on financial knowledge in the context of modern standardized software – Excel in particular.

This course, regardless of your industry background, aims at providing you with the core concepts and tools to help you better understand financial modeling.

## STRATEGIC MANAGEMENT

This course starts where the students are and builds on the existing skills of strategic management as a basis. Then the strategic toolbox will be filled with concepts of strategic management and especially strategic analysis, generic business and corporate strategies and their development in the domestic and international environment.

While using the real business examples of the participants, case studies and the strategy simulation TOPSIM Going

Global theory will be applied and during the simulation the strategic consequences will become visible, so that a quantification and reflection on a self-developed strategy will be possible. It also allows a better understanding of the cross-functional nature of strategy, the strategic roles and responsibilities of senior executives and opens a broad business perspective.

## Locations

# UNIVERSITY OF LOUISVILLE



The University of Louisville, founded in the U.S. state Kentucky in 1798, distinguishes itself thanks to the research and academic focus on entrepreneurship. At present, more than 22,000 students study at the University of Louisville.

The College of Business was founded in 1953. Every year, around 2,500 Bachelor and 500 Master students are enrolled. The awarded degrees have been accredited by AACSB International (Association to Advance Collegiate Schools of Business). The college in particular excels by this accreditation, guaranteeing top-notch training, administration and quality assurance regarding the programs.

Further information can be found at:  
<http://businessschool.louisville.edu>



## CAMPUS HOUSING IN LOUISVILLE

Bettie Johnson Hall is an apartment-style residence hall that was constructed in 2000. Bettie Johnson Hall also features interior hallways and offers a variety of apartment styles.

Each apartment has a fully equipped kitchen complete with dishwasher, full size refrigerator, electric stove, garbage disposal and microwave. The courtyard features a sand volley ball court, corn hole boards, grills, rocking chairs and picnic tables. The building also features an internet café and print center, a study room, a campus resource space, TV lounge, WiFi and Ethernet Internet and free laundry.





# AKADEMIE WÜRTH BUSINESS SCHOOL

Lifelong learning is a key element of the Würth Group's corporate philosophy. For that reason, the Akademie Würth was established in 1991. To offer more to the employees in the Würth Group than seminars for the further development of their technical and personal competences, a Business School was established to round off the educational offer of the Akademie Würth. The offer to earn a first or second academic degree alongside the job is not just directed to employees of the Würth Group. Persons from outside the Würth Group are also invited to make use of it.

The academic programs of the Business School are organized and carried out in cooperation with officially recognized and accredited universities.



Further information can be found at:  
[www.akademie-wuerth.de/business-school](http://www.akademie-wuerth.de/business-school)



**Akademie Würth**  
**Break room**



**Akademie Würth**  
**Lecture room**

## Locations

# HEILBRONN UNIVERSITY

# HILL

HEILBRONNER INSTITUT FÜR LEBENSLANGES LERNEN

WISSEN LERNEN ZUKUNFT

Die Weiterbildungseinrichtung  
der Hochschule Heilbronn

Further information can be found at:

<https://www.hs-heilbronn.de/weiterbildung>



Heilbronn University ranks among the best institutions for higher education in the state of Baden-Württemberg with around 8,500 degree-seeking students on four different campuses: two campuses in Heilbronn, one in Künzelsau and one in Schwäbisch Hall. The range of degree programs in Business Studies, Engineering and Information Technology provide a sound theoretical foundation while integrating vocational elements such as industrial work placements or project work.

To meet the increasing demand for well-trained professionals and executives, the promotion of occupational studies and lifelong learning is becoming more and more important.

As a result, the University of Heilbronn consolidated all activities in this field in the Heilbronn Institute for Lifelong Learning (HILL) in 2012. This Institute of Executive Education offers professionals an ideal way to continue their education.

Here, professionals can earn a Bachelor's degree part-time. Graduates can round off their profile with a Master's degree.

The weekend module of the Global MBA takes place in our region and is provided in cooperation with Akademie Würth and Heilbronn University Graduate School (HUGS).

# SRH FERNHOCHSCHULE **The Mobile University**

As a quality leader in distance learning, SRH Fernhochschule – The Mobile University is an authorized institution specialized in providing education programs built around the geographical and time constraints of the individual students. It is the first German distance university that has been accredited as an educational institution by the German Council of Science and Humanities for the maximum possible period of ten years. Currently, more than 3,800 students are enrolled at the university. For over 20 years now, the flexible distance learning model has enabled individuals to study and obtain continued education in parallel to their other commitments, such as job, vocational training, professional sports or family, and despite any disabilities. The personal guidance together with numerous mobile learning elements, such as the university's own innovative online campus, make it optimal for integrating an education program into any particular living situation.

The university offers Bachelor's and Master's degrees in the fields of Economics & Management, Psychology & Health, and Natural Sciences & Technology. The Mobile University maintains partnerships with international educational institutions, thus allowing its students to participate in exchange programs at one of their nine partner universities located on four different continents.

The Global MBA program takes place in Hamburg at one of The Mobile University's 16 study centers nationwide and is run in collaboration with Akademie Würth Business School.

 **SRH FERNHOCHSCHULE**  
The Mobile University

Further information can be found at:  
<https://www.mobile-university.de>

# EXPERIENCES



### **DANIEL GOLDFUSS**

**Market Development International  
Division Metal, Adolf Würth GmbH  
& Co. KG (Intake 2013)**

When reflecting on the MBA program I mostly liked the practice-oriented style of learning. The different MBA courses are not just about “hard facts”. An important element is certainly also intercultural management. The focus on in-class assignments is mostly on real life case studies. In my opinion, this hands-on approach is very sustainable since the important transfer to the day-to-day business is emphasized and facilitated.

One of the greatest values of this MBA program is probably more about being critical and challenging the status quo instead of memorizing theoretical knowledge.

My mantra is in line with Joseph Schumpeter’s ideas who stated that “we always plan too much and always think too little”.



### **CHRISTIAN SCHORNDORFER**

**General Manager Key Account  
Sales & Innovative Systems, Würth  
Industrie Service GmbH & Co. KG  
(Intake 2003)**

I joined Würth as an intern at the Group headquarters in Künzelsau. After I had worked as controller and project manager at Würth Industrie in Bad Mergentheim, I took on a job in the sales department. From 2000 to 2003, I worked as Key Account Manager (KAM) for several customers and regions. Short time before and during my MBA, I was in charge of the Kanban division and the Key Account Management. I was responsible for three teams and a sales volume of EUR 20 million. Due to my MBA and my participation in the High-Potential Program of Würth, I could improve my knowledge and skills. I grew personally and developed a better understanding for the structures and

processes in the Würth Group. Apart from this, I learned a lot about management. As a result, I was granted “Procura” (general commercial power of representation) in 2008. In recent years, I was appointed CEO with responsibility for the total Key Account Management and for Innovative Systems. In the last years, I was in charge of developing several sub-divisions like Bins and Innovative Systems, Third-party Shipment (VMI), Special Parts, Renewable Energies as well as Competence Centers like Rittal, Siemens, Bosch. At the same time, I participated in the establishment of branch offices in Great Britain, Poland, Switzerland and Israel.

I can really recommend the MBA program, because it makes you achieve a new level of management. Apart from this, it is a great personal enrichment. Although it was not easy for me and my family, I would do it again.

You will learn more about yourself and your character. You learn to organize yourself and increase your know-how, both in your private life and for your job!



**PHILIPP WAGNER**  
**Head of Logistics,**  
**Stahl CraneSystems, Ltd.**  
**(Intake 2016)**

In today's world, one of the most important tasks is to permanently improve one's skills.

After a few years of national and international work experience and after having finished my first studies, the next step in my personal career was to participate in an MBA program.

One important aspect of my motivation was to enroll in an international program that could be done alongside my job, so that I could keep on working, not having to quit my job. For me, this program constitutes a solid step towards my future career as a business person who understands and appreciates science and technology.

Additionally, in my previous international projects I had the chance to adopt the role of team leader in charge of leadership, I inspired team spirit and created room for change to drive the projects in a successful and satisfying way for all stakeholders and participants. I decided on this MBA to develop and deepen this experience to the level of a top manager who can combine the science of technology with the art of management.



**THI QUYEN-THUY NGUYEN**  
**Consultant Environmental**  
**Management, Fraport AG**  
**Frankfurt Airport Services**  
**Worldwide (Intake 2016)**

Studying with my fellow students was a wonderful opportunity for me to share experiences and ideas with other business cultures. I was able to learn a great deal by discussing real-life business cases from the perspective of a managing director and by exchanging views with the American instructors from the UofL College of Business and the employees from other companies.

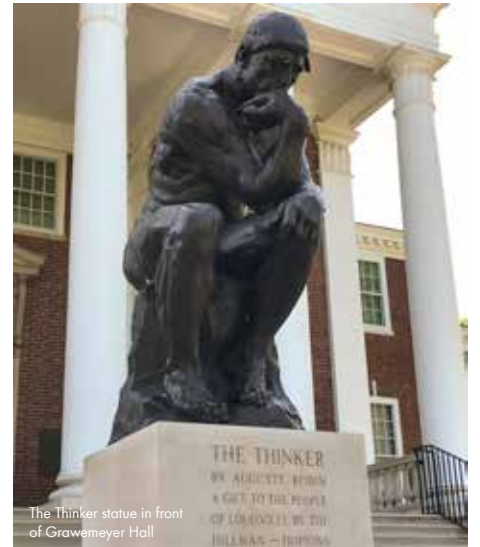
Originally, I was looking for an international program that would take less than two years to complete. This MBA program met that requirement and offered a unique prospect for its students: namely, two stays in Louisville at the beginning and end of the program, which was particularly appealing to me. I also saw this as a possibility to improve my business English and enhance my international business knowledge.

# BEHIND THE SCENCES





U2 concert in the Papa John's Cardinal Stadium in Louisville



The Thinker statue in front of Grawemeyer Hall



Barbecue on the rooftop during the weekend trip to Nashville (Intake 16)



Campus orientation day (Intake 15)

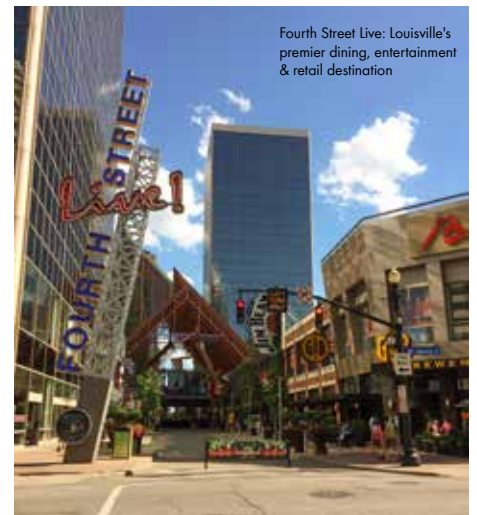


Team-Training (Intake 16)



Company visit (Intake 16)

# Impressions







Final trade fair (Intake 13)



Harry Frazier Hall,  
 University of Louisville (lecture building)



MBA lecture with Prof. Dr. Dr. h. c. Harald Unkelbach  
 (Intake 14)



Nashville Skyline: weekend trip  
 (Intake 16)



MBA lecture with  
 Prof. Dr. h. c. mult. Reinhold Würth  
 in Künzelsau (Intake 15)

# CONTACT



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# IMPRESSUM

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MWK - E00943 - ZPPD - 50' - 11/17

Printed on environmentally friendly paper.