

master.

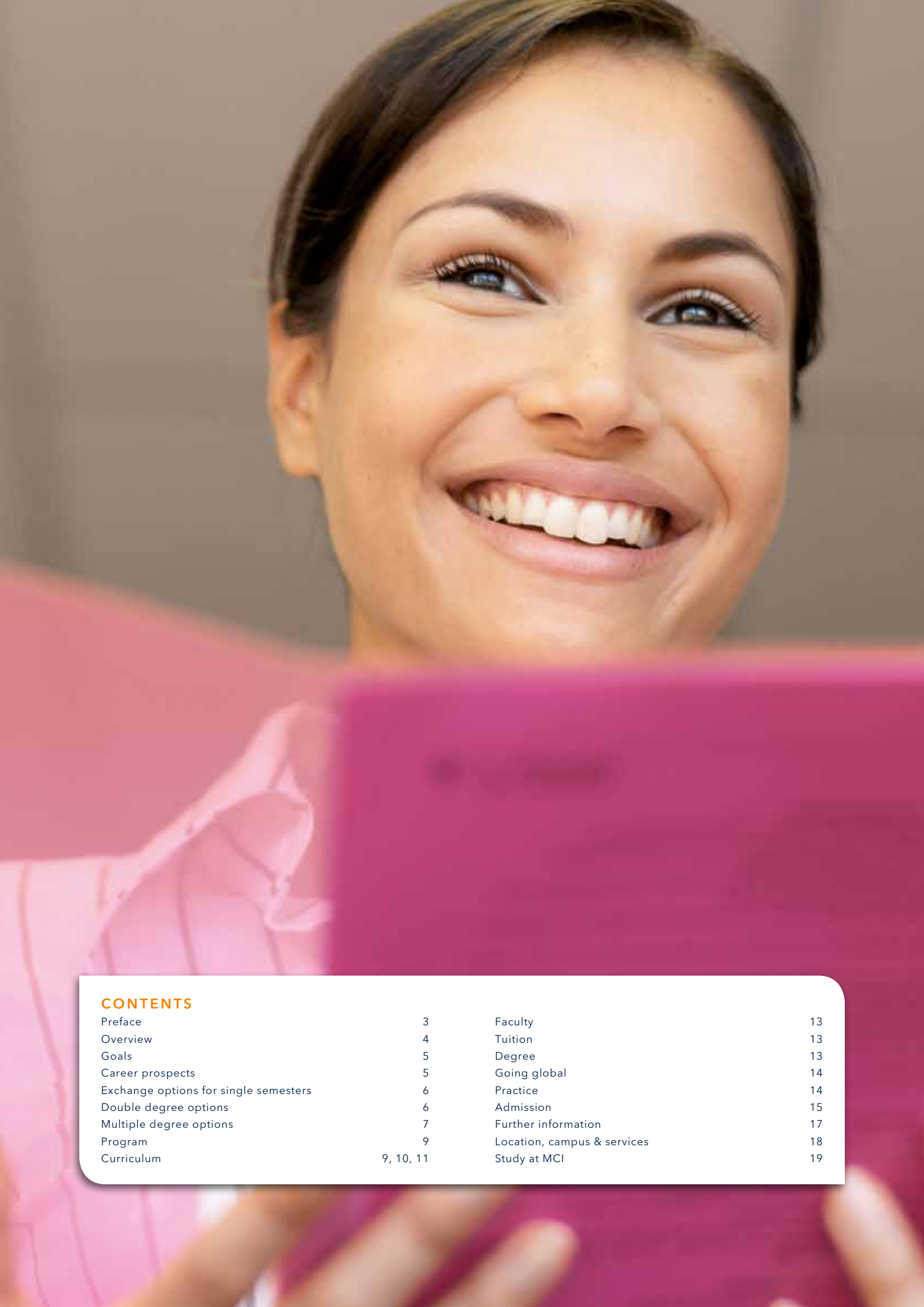


International Health & Social Management

Double & Multiple degree options

Prague | Bologna | Innsbruck | Rotterdam | Oslo

MENTORING THE MOTIVATED



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preface.

The Master program International Health & Social Management prepares its students for the requirements of a future-oriented field of work where an understanding of the links between health care and social organizations – charitable and profit-oriented, public and private, national and international – is essential. The medium-term outlook for graduates of the 2-year Master program is administrative and upper-level management positions in the health care sector, in the social and public sector and related fields.

Due to the changing health care environment, the demand for qualified persons in this sector is constantly rising. Across the European Union, health and social systems and related policies are becoming more interconnected than ever before, with more movement of people, citizens, patients and professionals. This increased interconnectedness raises many policy issues, including quality and access in cross-border services, information requirements for citizens, patients, health professionals and policy-makers, the scope for cooperation in the health and social arena, and how to reconcile national policies with European obligations in general.



Siegfried Walch

Prof. Dr. Siegfried Walch
Director of Studies

Andreas Altmann

Prof. Dr. Andreas Altmann
Rector



overview.

TITLE	Master program International Health & Social Management
ACADEMIC DEGREE	Master of Arts in Business M.A. MA <i>Use of the academic degree in combination with the brand 'MCI' approved</i>
DURATION	4 semesters incl. Master thesis and final exams
MAIN FOCUS	Highly practice-oriented, international, strong cooperations with international partners
TIME MODEL	Full-time form
ACADEMIC YEAR	Winter semester: From October to January Summer semester: From March to End of June
STRUCTURE	1. – 3. semester: Core curriculum 3rd semester: International semester (optionally abroad / international study program) 4th semester: Master thesis and final exams
LANGUAGES	English (plus a wide range of foreign languages taught)
TUITION	For students from EU & EEA countries: EUR 363 / semester Plus membership fee to the Austrian Student Union (ÖH) Details for students from third countries: www.mci.edu/admission
SCHOLARSHIPS & GRANTS	Overview of sources of financial support available at www.mci.edu/scholarships
ADMISSION REQUIREMENTS	Bachelor or equivalent degree in business administration, social/political and natural sciences, medicine, economics or health sciences including public health and nursing
APPLICATION	Online at www.mci.edu/application . Please consider the indicated deadlines
SELECTION PROCESS	Career background (30%) Written entrance exam (30%) Interview (40%)



goals.

- To prepare students for the contemporary challenges faced by social welfare and national health systems and in so doing further develop health care at the local and international levels.
- To provide students advanced knowledge regarding the particularities of traditional European social welfare systems based on the values of equity, solidarity, access to good care and universality, the different European national health systems, and relevant EU institutions.
- To equip students with all the administrative and management-related skills needed for a career in various private and public organizations, NGOs, companies, and institutions of health care, taking into consideration classic economic and organizational theory.
- To teach students the analytic skills needed to solve problems of high social complexity as well as to increase students' competencies in effective communication and team work to achieve specific goals.

career prospects.

Graduates of this Master program will work in the following fields and segments, for which substantial growth rates - and therefore excellent career prospects - are projected:

- International cooperation, international organizations, development aid (e.g. WHO, OECD, EU)
- Medical care, nursing, public health, health promotion
- Social services, social security
- Education, science, research
- Coaching, personal development and career training
- Regional development, regional and location management, economic development
- National and international administrative bodies
- Politics, associations, interest groups, citizens' groups & lobbying
- (Social) insurance, financing, foundations, fundraising consulting, independent professions

exchange options for single semesters.

University of Economics, Prague / Czech Republic

National School of Public Health, Athens / Greece

University of Eastern Finland, Kuopio

Maastricht University, The Netherlands

Erasmus University Rotterdam, The Netherlands

University of Oslo, Norway

Tata Institute of Social Sciences, Mumbai / India

Mzumbe University, Morogoro / Tanzania

double degree options.

DOUBLE DEGREE IN COOPERATION WITH THE UNIVERSITY OF ECONOMICS, PRAGUE:

Students have the option to accomplish their second academic year at the University of Economics, Prague. When choosing this option students get awarded an international business master degree by the University of Economics, Prague, and a master of arts in business degree by the MCI.



multiple degree options.

THE EUROPEAN MASTER IN HEALTH ECONOMICS AND MANAGEMENT (EU-HEM):

The European Master in Health Economics and Health Management (Eu-HEM) is a two year 120 ECTS program in cooperation with Erasmus University Rotterdam, Oslo University, University of Bologna and the MCI. It offers a unique opportunity for interdisciplinary studies of methods and economics, management, leadership, policy, governance and law at European and Non-European universities. Additionally, the master offers specializations within fields of health economics and health management that the participating universities cannot provide separately.

For more information please see www.eu-hem.eu

WHY IS AN INTERNATIONAL EDUCATION KEY FOR FUTURE LEADERS IN THE FIELD OF HEALTH?

- Interdisciplinary solutions are central to health care in the 21st century.
- An international master degree is strongly supported by future employers, e.g. health care providers, pharmaceutical companies, aid organizations, health insurers, regulatory agencies.
- Ministries of Health and other governmental agencies anticipate the need for internationally trained staff to govern and facilitate a possible integration of EU health care systems and services in the future.
- Last but not least - to earn double or multiple degree from up to four leading universities in Europe.

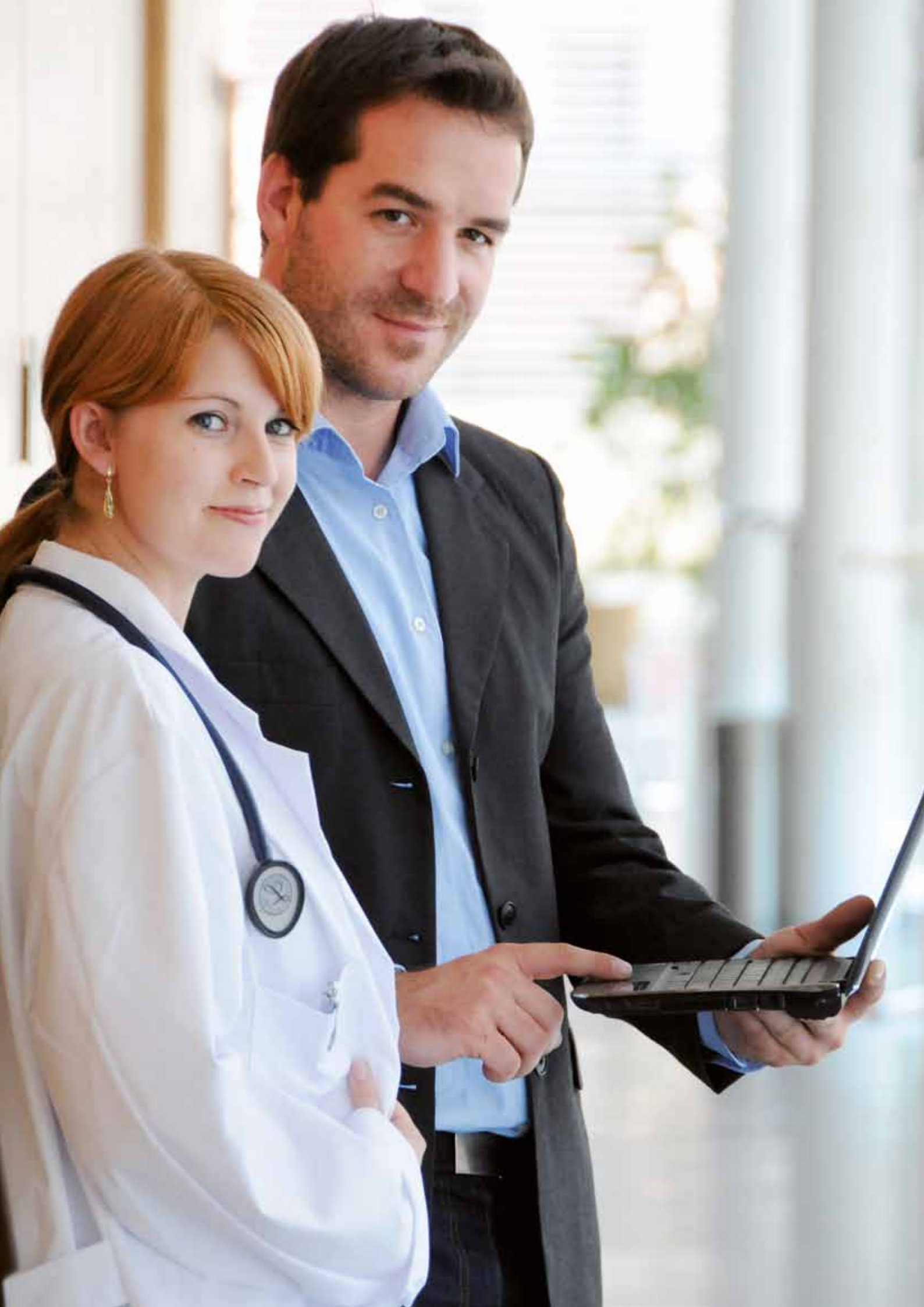
TRACKS FOR SPECIALIZATION*

			
Bologna	Innsbruck	Rotterdam	Oslo
Health economics Global health Health insurance and financing	Management of HC institutions Decision making in HC Health insurance and financing	Evaluation in health care Decision making in HC Global health	Management of HC institutions Evaluation in HC Health economics

www.eu-hem.eu

- **Management of health care institutions** (2nd and 3rd semester possible in Oslo and Innsbruck)
- **Evaluation in health care** (2nd and 3rd semester possible in Rotterdam and Oslo)
- **Health economics** (2nd and 3rd semester possible in Oslo and Bologna)
- **Decision making in health care** (2nd and 3rd semester possible in Rotterdam and Innsbruck)
- **Global health** (2nd and 3rd semester possible in Rotterdam and Bologna)
- **Health insurance and financing** (2nd and 3rd semester possible in Bologna and Innsbruck)

*The 1st and the 4th semester of each track are possible at all partner universities.



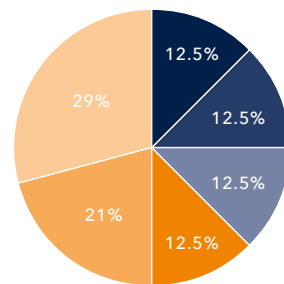
program.

The full-time Master program International Health & Social Management comprises 4 semesters of 15 weeks each and starts every winter semester. Graduates of the program are conferred the academic degree "Master of Arts in Business". Lectures are held in English. Attendance is generally mandatory for all lectures. Students have the option to spend the 3rd semester or earn a double degree at a partner university abroad; the lectures attended there will be counted towards the required credit units. The Master program has been accredited by both the European Health Management Association EHMA and the Foundation for International Business Administration Accreditation FIBAA.

THE MODULES AT A GLANCE

Fundamental and Methodical Competencies:

■ Module Management	12.5%	(15 ECTS)
■ Module Economics	12.5%	(15 ECTS)
■ Module Governance	12.5%	(15 ECTS)
■ Module Law	12.5%	(15 ECTS)
■ Module Multidisciplinary	21%	(25 ECTS)
■ Module Methods (including Master thesis)	29%	(35 ECTS)
TOTAL	100%	(120 ECTS)



ECTS =European Credit Transfer System

curriculum.

The program comprises a total of 79 contact hours a week over 4 semesters (1 hour per week per semester is equivalent to 15 lessons of 45 minutes each).

SEMESTER	CONTACT HOURS	LESSONS	ECTS
1	24	360	30
2	25	375	30
3	22	330	30
4	8	120	30
Total	79	1,185	120

A total of 120 Credit Points (CP) are required. The full-time program comprises a workload of 3,000 hours and one ECTS is equivalent to 25 hours of workload.

In calculating ECTS points, the following factors have been taken into consideration:

- Presence (contact hours)
- Workload: preparing for class and study outside of class (in the library, reading, etc.)
- Practical work
- Workload for term paper, presentation & project work
- Workload for the exam preparation

The conversion from hours per week per semester into ECTS points varies according to the learning and working complexity.

curriculum.

	semester 1.	semester 2.
	APPROACHING HEALTH & SOCIAL MANAGEMENT	ENGAGING IN HEALTH & SOCIAL MANAGEMENT
Law	Principles of Legal Thinking in European and International Law 5 Principles of Legal Thinking / Principles of International Business Law (Real Life Situations such as Employment, Consumer and Sales Contracts, Product Liability, Liability in the Case of Accidents) / Fundamentals of European Union Law (Institutional EU Law, Fundamental Freedoms)	Health & European Law 5 Leading Cases related to Fundamental Freedoms (Dekker, Watts, etc.) / Cross-Border Health Care Directive / Open Method of Coordination / eHealth Legislation / Data Protection / Human Rights
Economics	Fundamentals of Health Economics 5 Economic Characteristics of Health and Health Care / Demand for Health and Health Care, Theory of Consumer Behavior / Production & Production Function of Health & Health Care / Health Insurance (Risk, Demand & Supply of Health Insurance, Employer-based Health Insurance, etc.) / Limits of Health Insurance Markets & Role of the State / SID (Supplier Induced Demand) & Adverse Selection / Historical, Political and Societal Determinants of Health Care Systems / Economic Models of Hospitals & Hospital Cost Analysis	Health Economic Evaluation 5 Welfare Foundations of Cost-Benefit Analysis / Monetary Value of Health Changes / Resource Consequences of Health Changes / Valuing Health: the revealed and expressed Preference Approach / Estimation of Costs / Discounting / Cost-Effectiveness Analysis / Cost-Utility Analysis / Equity Issues / Economic Evaluation & Policy-making / HTA (Health Technology Assessment) (Meta-Analysis, Systematic Review, Critical Appraisal, Pharmacoeconomics, etc.)
Governance	Fundamentals of Global Governance and Public Administration 5 Governance of Health Care Systems / OECD Principles for Corporate Governance (CG) / Pillars of CG / Governance within an Organization / Global Governance (GG) & Transnational Democracy / GG & Democracy as Transnational Social Policy / Global Responsibility, Fairness & Justice in International Cooperation / Global Transparency & Accountability as GG	International Organizations & Health 5 International Relations & Comprehensive Security (Common Threats, Interests and Strategies in International Relations, States and International Organizations as Actors of Comprehensive Security, etc.) / International Organizations & Public Communication (Global Meaning of Governmental and Non-Governmental Organizations with a Focus on Health Care and their Political Communication Process, etc.)
Management	Fundamentals of Management, Human Resource Management & Organizational Behavior in Health Care 5 Fundamentals of Management (Vision, Mission, Strategy, Stakeholder Management, Leadership, Intercultural Communication) / The Organizational Context for Human Resource Management (HRM) and Organizational Behavior / Employee Resourcing & Development (HR Planning, Recruitment, Selection, Performance Management, Reward Systems, etc.) / Self-Leadership I	Medical Information Systems & Information Management 5 Health Care & Patient Treatment Processes / Information Flow / Hospital Structure / Clinical Pathways / DRG (Diagnosis Related Groups) / Legal Aspects (Data Security, Privacy) / Health Care Information Systems / eHealth / Health Care IT Project Management / IT Alignment and Strategy / Self-Leadership II
Methods	Research Methods Introductory Project 5 Research Question / Literature / Quantitative vs. Qualitative Paradigma / Quantitative Techniques: Studies & Study Design, Theory, Hypothesis & Questionnaire / Qualitative Techniques: Interviews, Content Analysis, Grounded Theory, Field Study, Document Analysis / Mixed Method Approach / Planning and Conducting a Small Scale Project / Writing & Presenting	Epidemiology & Biostatistics 5 Person, Place, Time / Outbreak Investigation / Causality / Risk & Relative Risk / Confounding Factors & Bias / Population & Health Indicators / Surveillance / Statistical Methods in Epidemiology / Spatial & Spatio-Temporal Analysis
Multidisciplinary	Current Issues in Health Policy 5 Current and Future Health Policy Challenges (Social Determinants of Health such as Poverty, Cohesion, Job Insecurity, Discrimination and its Implications for Good Governance, Social and Health Care Services)	Current Issues in European and International Health Policy 5 Current Developments in the Area of Cross Border Care and Medical Tourism within the EU on the Example of Health Care Services for Tourists in the Veneto Region in Italy, a region with heavy tourist inflows taking into account a multidisciplinary (Legal, Political, Economical, Management) perspective
	ECTS 30	ECTS 30

semester 3.

LEADERSHIP & DECISION MAKING

Law and Public Health Practice 5
European Labor Law (Labor Law Regulations, Migration of Health Professionals, Working Time) / Health Systems, Health & Wealth (Contribution of Health to Wealth, Contribution of Public Health Interventions, Assessing the Impact of Health Systems, Improving Health Systems Performance)

Regulation & Competition in Health Care Markets 5
Perfect Competition / Asymmetric Information & Agency / Regulated (Managed) Competition / Competitive Sickness Fund Markets in Europe / Private-Public Mix in Finance & Provision / Solidarity / Hospital Markets / Hospital Mergers & Antitrust Policy / Managed Care / Health Insurance & Reinsurance in Low- and Middle-Income Countries / Commissioning / Prioritizing Health Outcomes / Purchasing / Delivery, Financing and Regulation Structures / etc.

Ethical Decision Making 5
UNESCO Bio-Ethics Curriculum / Ethical Decision Making & Decision Analysis / Practice of Health Care Management from an Ethical Perspective

Health Promotion & Preventive Medicine 5
Role of Marketing in Public and Private Health Care Organizations / Need and Demand Analysis / Segmentation / Marketing Mix / Stakeholder Alignment / Health System Relationships & Trust / Preventive Health Policies & Social Marketing Strategies / Evaluation of Social Marketing Campaigns

Real Life Simulation 10
Practical Experience of a Leading Role in an Applied Health Care Project through an Experience-Based Learning Approach / Experiencing how Culture and Values influence Management and Organizational Practices in the Context of a Social, Political, Legal and Economic Environment / Managing Personal Resources under Pressure

ECTS 30

semester 4.

APPLIED RESEARCH

Master thesis 20

Thesis Colloquium 5
Scientific Research Question / Relevance / Research & Study Design / Empirical Programme

Current Issues in International Health & Social Management 5
Exploration of the Political and Legislative Landscape within and outside the European Union in the Areas of Health Care with Emphasis on Current Issues in International Health & Social Management (Technological Advancement, Financial Constraints, Inequality, Aging, Shortage of Health Professionals, etc.)

ECTS 30

Law

Economics

Governance

Management

Methods

Multidisciplinary



faculty.

With a mixed faculty comprising the MCI's own teachers, managers from technology and business, international visiting lecturers, and recognized experts from the worlds of research, consulting and the liberal professions, the MCI offers an enriching combination of theory and practice that creates added value for students and enables them to put their new-found knowledge to the test, while the latest findings in theory and practice are integrated in the program with synergistic benefits.

The high educational standard and close mentoring of students ensure that they receive a training with a strong practical orientation in an efficient program which can be completed within the prescribed period. The combination of theory and practice is the key to an innovative teaching and learning experience.

tuition.

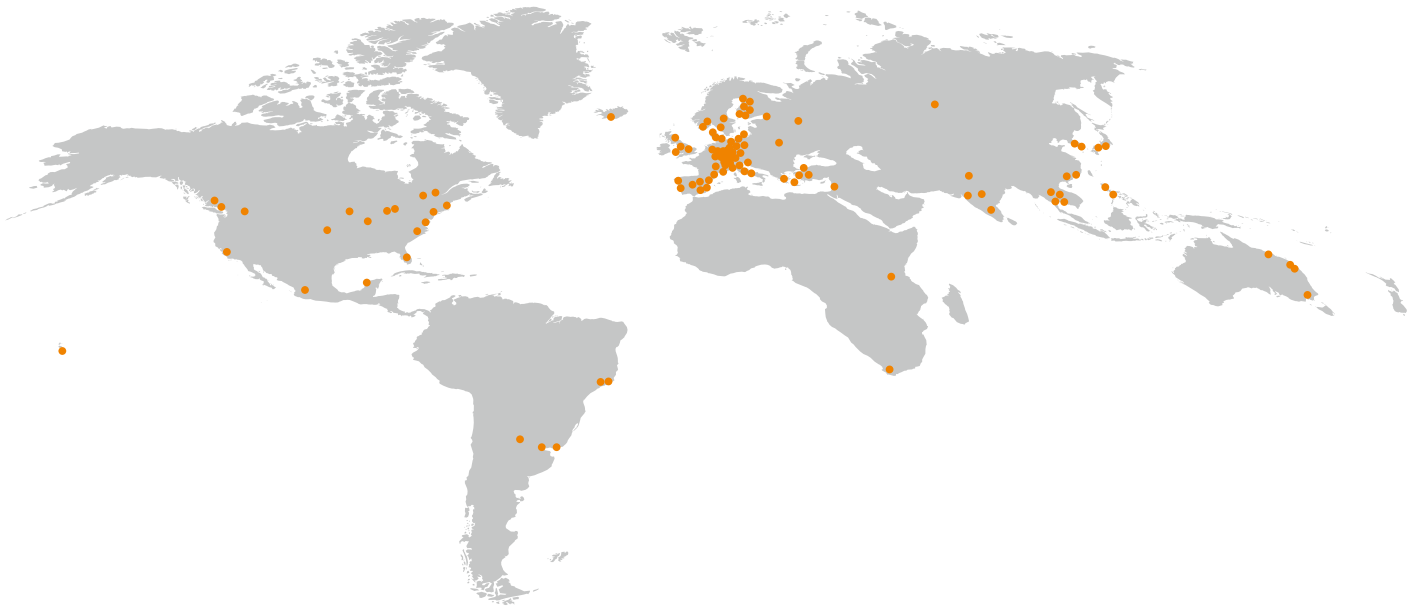
Students from EU & EEA countries are required to pay a tuition fee of currently EUR 363 per semester plus membership fee to the Austrian Student Union. Details & information for students from third countries can be found at www.mci.edu/admission.

To ensure that accepted students take up their places and do not break off their studies without good cause, a deposit in the amount of the student fees is charged, which subsequently goes towards tuition fees for the second semester. Students are also responsible for paying the required course materials distributed by MCI.

degree.

On completion of the program, students are awarded the degree of a Master of Arts in Business, in short Master of Arts or M.A. or MA, and receive the relevant academic documentation (Final Certificate, Diploma, International Diploma Supplement etc.). It is recommended to combine the academic degree with the brand 'MCI' to provide trust and orientation in an increasingly intransparent international education market. Example: MA (MCI).

Other than embarking on their professional career, graduates will have the option of continuing their studies by a corresponding Ph.D. program in Austria or abroad.



going global.

The Master program has a strong international orientation, which is reflected in the composition of faculty and the student body, and in the curriculum and projects. There is a strong focus on an excellent command of English. The program also includes an international semester. Students can choose between spending an semester at the MCI with incoming students from all over the world or studying at one of the MCI's many partner universities abroad and transferring the credits obtained there to the MCI.

www.mci.edu/en/international

practice.

Connected, influential and mutually beneficial: These are words that describe our relationship with the numerous corporations and organizations that support and collaborate with MCI. Our degree candidates benefit through the scholarships, awards competitions, recruitment activities, and workshops provided by members of our corporate network. In return, these corporations benefit from reaching - and often recruiting from - a pool of the brightest and the best.



admission.

APPLICANTS ARE REQUIRED TO:

- submit proof of completion of a higher education degree with a minimum of three year's study (Bachelor degree) in one of the following subjects: Business Administration, Economics, Medicine, Public Health, Nursing or Social, Political or Natural Sciences;
- provide a CV. Particular attention is paid to academic degree(s) and certificates, general professional development and position (duties, responsibilities, etc.);
- furnish proof of proficiency in English: Test of English as a Foreign Language (TOEFL; minimum score of 90 internet-based, 580 paper-based) or an equivalent English test like International English Language Testing System (IELTS; minimum score of 6,5), BEC Higher or Certificate of Advanced English (CAE);
- provide Academic Transcripts;
- submit a copy of the higher education degree;
- write a letter of motivation;
- provide letters of recommendation from two references at the educational and / or professional level(s);
- submit copies of the birth certificate and the passport.

Details: www.mci.edu/admission

ADMISSIONS PROCEDURE

The MCI operates an admissions process for all study programs. The dates are listed on the individual study program websites, and an overview of the dates for all the programs is available at www.mci.edu/deadlines.

Applications for a place on a study program must be submitted online by the stated deadline and accompanied by the necessary documents.

The places available, will be allocated on the basis of the following criteria:

- Career background 30%

The applicant's professional background is considered on the basis of submitted application materials. Particular attention is paid to: education and certificates, academic and professional goals & professional experience

- Written entrance exam 30%

All applicants who fulfill the qualifications are admitted to take an online, written exam in English on a current international health care topic, followed by an oral interview for those who pass the exam.

- Interview 40%

The interview is conducted by a commission and gives applicants the opportunity to present themselves personally, to expand on information provided in the application materials and to explain their academic and professional goals.

Applicants are informed as soon as possible regarding their admission. Applicants who are not admitted due to the limited number of places are put on a waiting list and can - if they are still interested - be admitted if a place becomes available.

The admissions process is required each year. Even if the applicant was offered a place or put on the waiting list in a previous year, preferential consideration of applicants is not possible.



further information.

The MCI team is always happy to assist with regard to applications. Advice on all aspects of study at the MCI, including applications and our attractive student services, is available to personal callers or by phone. For an appointment, please mail to office@mci.edu or call +43 512 2070-0 .

With a program of sample lectures, study program presentations, project presentations and laboratory visits, the MCI Open House is an ideal source of guidance in selecting the right study program. For the dates, please go to www.mci.edu/openhouse.

The Facebook site of MCI serves as a platform for exchange with other (potential) students. For information on current projects and the latest news from the various study programs, go to "Department News" on the webpage of the program concerned.

CONNECT WITH MCI



location, campus & services.

The MCI offers students an excellent infrastructure with attractive lecture rooms, computer labs, space for group working, and modern research facilities as well as conveniently situated student accommodation and car parking, and excellent access by public transport. Students also enjoy a unique university setting, with mountains on the doorstep, unbeatable opportunities for sports and leisure activities, and three other countries – Germany, Switzerland and Italy – just a short distance away.

LIBRARY

Thanks to an exemplary cooperation agreement signed with Innsbruck University, students have full access to the international scientific literature and professional library services with generous opening hours. In addition, the MCI has its own smaller reference libraries with a selection of newspapers, magazines and journals.

www.mci.edu/en/library

ACCOMMODATION

As an old university town, Innsbruck offers a wide choice of accommodation in halls of residence, bedsits, flat shares etc.

www.mci.edu/en/accommodation

SPORTS & LEISURE

Innsbruck – at the heart of the Alps – is an outstanding tourism destination that has twice hosted the Winter Olympics and as such is the perfect place for year-round sports and leisure activities. The Innsbruck University Sports Institute (USI) is also open to MCI students and offers modern facilities for a wide choice of sports and healthy exercise.

www.mci.edu/en/sports

ALUMNI & FRIENDS

The MCI's alumni association is a dynamic platform for debate and personal contacts for all MCI graduates, students, faculty and partners. Panel discussions with first-rate international speakers are a stimulating source of motivation and ideas and an enjoyable way to share knowledge and experience.

www.mci.edu/en/alumni

CAREERS

In keeping with the MCI's motto "mentoring the motivated", a Career Center with its own international network supports MCI graduates during their first steps and subsequent development in the business world and enables companies to meet their recruitment needs from a pool of excellence. The Career Center has a full service offering, including internship placements and job opportunities, interview grooming, career coaching and industry recruitment events.

www.mci.edu/en/career

LANGUAGE SKILLS

The MCI's international orientation is underscored by the wide range of foreign languages offered, with a focus on intercultural competence and communication skills in addition to language competence. Extra-curricular language courses are available in Arabic, Chinese, Japanese and Russian among many others. Experienced language trainers with first-class didactic skills provide a varied learning experience with the fun factor included.

www.mci.edu/en/languages

STUDENT LIFE

As a university town, Innsbruck is a young-at-heart city that offers MCI students creative interaction in a wide range of fields, and a variety of entertainment and social activities (art and the arts, music, societies, churches, health, shopping, nightlife etc.).

www.mci.edu/en/studentlife

START UPS

Entrepreneurial thinking and working are taken seriously at the MCI. The MCI's faculty, students and graduates with the entrepreneurial spirit wishing to set up their own businesses or make commercial use of the results of their research benefit from the in-depth expertise, modern infrastructure and financial support available from the Center for Academic Spin-offs Tyrol (CAST).

www.mci.edu/en/startup

study at mci.

For full information, please visit our website at www.mci.edu/en or www.mci.edu/en/info. We are always happy to advise.

BACHELOR 6 semesters

	Language	Time Model
Biotechnology	G&E	FT
Business Administration* NEW	G&E	ONLINE
Business & Management	E	FT PT
Environmental, Process & Energy Engineering	G&E	FT PT
Energy Engineering		
Environmental Engineering		
Food & Bioresource Technologies	G&E	FT PT
Industrial Engineering & Management	G&E	FT PT
Management, Communication & IT	G&E	FT
Management		
Media		
Management & Law	G&E	FT
Mechatronics	G&E	FT PT
Electrical Engineering		
Mechanical Engineering		
Nonprofit, Social & Health Care Management	G&E	FT
Social Work	G&E	FT
Tourism Business Studies	G&E	FT

MASTER 4 semesters

	Language	Time Model
Bioresource & Food Engineering** NEW	G&E	PT
Biotechnology	G&E	FT
Environmental, Process & Energy Engineering	G&E	FT PT
Environmental Engineering		
Energy Engineering		
Entrepreneurship & Tourism	G&E E	FT
Strategic Management		
Marketing Management		
Industrial Engineering & Management	G&E	PT
International Business	E	PT
International Business & Law	E	FT
International Health & Social Management	E	FT
Management, Communication & IT	E	FT
Mechatronics - Mechanical Engineering	G&E E	FT PT
Social Work, Social Policy & Management	G&E	FT

* Subject to accreditation; ** In addition full-time study in English planned for 2015;

** All Executive Certificate Courses are creditable to Executive Master MBA and MSc degree courses.

E = English; G&E = German & English; FT = Full-time; PT = Part-time

EXECUTIVE EDUCATION

Part-time advanced training for decision-makers

Executive Master Programs 4 semesters

General Management Executive MBA	D&E
Master of Science in Management & Leadership MSc	D&E
Master in Innovation & Intellectual Property Rights MSc	D&E
International Business & Tax Law LL.M.	D&E

Certificate Courses*** 1-2 semesters

Brand Management
Controlling & Management
Corporate Communications
General Management
Human Resources Management
Innovation, Product & Process Management
International Management Program® E
Management, Psychology & Leadership
Marketing
Patent & License Management
Sales Management
Supply Chain Management
Tourism Management & Leadership
Tourism Marketing & Innovation

Seminars

Self Management & Communications
Leadership & Management
Working techniques & methods

Customized Programs

Programs for universities
Corporate programs

Technical Trainings

In-house Energy Management
Workshop in CFD / Fluid dynamics
Fundamentals of process engineering

Summer Academy

International Sessions for Students



nding | Prof. Dr. Stephan Laske, Leopold-Franzens-Universität, Innsbruck | Mag. Dr. Walter S. A. Schwager, Technische Universität
mski, The University of Melbourne, Melbourne | Dr. Erich Hatz, Siemens AG, München | Prof. Dr. Masaki Ban, Momoyama U
rism Organization, Madrid | Dr. Kurt Bayer, OMV AG, Wien | Dr. phil. Dr. h.c. Bruno Buchberger, Research Institute for Symb
g, Hong Kong | Altbischof Dr. Reinhold Stecher, Diözese Innsbruck, Innsbruck | Excellency Susan McCaw, Botschaft der Vere
t St. Gallen, St. Gallen | Prof. Dr. Reidar J. Mykletun, Stavanger University College, Stavanger | Dr. Christian Laesser, Instit
berra | Dr. Claudio Albrecht, Ratiopharm GmbH, Ulm | Prof. Dr. Perry Hobson, Southern Cross University, Sydney | Mag. H. Im
Düsseldorf | Dr. Michl Ebner, Europäisches Parlament, Brüssel | Dr. Dr. hc. mult. August-Wilhelm Scheer, IDS Scheer AG, aa
e. Harald Vogelsang, SAS-Systemtechnik Verwaltungs GmbH, Karlsruhe | DKfm. Dr. Peter Kos, Erste Bank, Wien | Dipl.-Ing. Ha
Sujitrapa Phanwilai, Mae Fah Luang University, Bangkok | Prof. Dr. Victoria Schmidt, The Moscow School of Social and Econo
izinische Universität Innsbruck, Innsbruck | Dr. Markus Gmür, IMB K. Integrative Managementberatung, Konstanz | Dr. Klau
elius, Dalarna University, Borlänge | Prof. Dr. Marco J. Menichetti, Hochschule Liechtenstein, Vaduz | Prof. Dr. Joe Nellis,
ne & Nagel, Wien | Dr. Reinhard Mücke, Österreichischen Hotel- und Tourismusbank GmbH, Wien | Prof. Dr. Theresia Theurl,
rg Grönn, Ennemoser & Grönn Wirtschaftsberatung, Wien | Mag. Christian Havranek, Deloitte Österreich, Wien | Dipl.-Ing. D
reas Braun, Swarovski Tourism Services GmbH, Wattens | Dr. Stephan Feige, St. Gallen Managementberatung AG, St. Gallen
tel, Garching Innovation GmbH, München | Dr. oec. HSG Andreas Wittmer, Universität St. Gallen, St. Gallen | Ing. MSC Wo
sburger, BWI Unternehmensberatung GmbH, Dornbirn | Mag. Dr. Franz Hartl, Österreichische Hotel- und Tourismusbank
Innsbruck | Dir. Josef Margreiter, Tirol Werbung, Innsbruck | Dr. Cornelia Veil, Institut für Integrationsberatung GmbH, St
erl, Dorda Brugger Jordis Rechtsanwälte GmbH, Wien | Dipl.-Kfr. Christine Licci, HVB Group - Bayerische Hypo- und Vereins
de Barcelona, Barcelona | Mag. Herbert Bauer, Bundesministerium für Landesverteidigung, Wien | Prof. Dr. Maria Stella Rol
tional University Bonn, Bad Honnef | Dr. Richard Piock, Durst Phototechnik AG, Brixen | Dir. Peter Metzinger, 4C busines
ag. Wilfried Amann, Hochschule Liechtenstein, Vaduz | Prof. Dr. Reidar Mykletun, Norwegian School of Hotel Management,
sbruck | Dr. Nikola Tröthan, BGT Rechtsanwälte, Innsbruck | Dr. phil. Alfred Autischer, Trimedia Communications Austria Gmb
e, Karlsruhe | Dr. Christian Bauer, Swarco Holding AG, Wattens | Dr. Gabriele Weber-Trinkfass, Red Bull GmbH, Fuschl am See
berger, Johannes Kepler Universität Linz, Linz | Dr. Thomas Bieger, Institut f. öffentl. Dienstleistungen und Tourismus, St. t
a Weise & Partner GbR, München | Dr. Elfriede Biehal-Heimbürger, Trigon, Wien | Prof. Dr. Paolo Bellamoli, Fondazione CU
tschaftskammer Österreich, Wien | Dr. Günter Böhner, Hochschule Aalen, Aalen | Ph.D. Ásta Bjarnadóttir, Reykjavik Universi
oul Prof. Dr. Hubert Bock, Hochschule Bielefeld, Bielefeld | Dipl.-Ing. Heide Arch, Dieter Kopp, HVB Immobilien

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