



Excellence in  
Management  
Education

# Teaching Report Fall 2013 - Spring 2015



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Prof. Dr. Markus Rudolf,  
Dean

## Teaching at WHU

WHU-Otto Beisheim School of Management has established an outstanding position in the European business school market and is committed to high quality research as well as excellence in management education. While the research output of WHU faculty members is documented in detail in the *WHU Research Report*, the present report elaborates on WHU faculty members' accomplishments in the classroom.

Teaching is a core activity at WHU and we aim at developing future leaders not only by focusing on academic and practical aspects of business, but by encouraging students to internalize our core values *Passion, People, and Performance*: First, we promote entrepreneurial, innovative thinking and action through an intellectually stimulating and creative environment characterized by the engagement and commitment of all involved (*Passion*). Second, we encourage and stimulate students' personal development and social responsibility through mutual trust, support, and respect within a community of students, alumni, and faculty (*People*). Finally, we encourage excellent performance and are committed to providing our students with outstanding internationally ori-

ented and up-to-date training and education programs, which build on WHU's own research (*Performance*).

The *WHU Teaching Report* is based on students' evaluations of our undergraduate and graduate courses and provides evidence that WHU successfully delivers excellent performance and meets students' expectations across all academic programs. Although the report captures students' direct experiences in the classroom and thus an important correlate of teaching quality, it certainly cannot summarize the numerous initiatives and attempts of the WHU community to generate excellent study conditions. For example, our faculty is very active in publishing top-quality learning material which is not only used at WHU, but also at other business schools and universities in Europe. Moreover, three working groups are currently devising strategies to further improve teaching quality at WHU. From that perspective, the positive results documented in the *WHU Teaching Report* should be considered as manifestations of an organization-wide commitment to provide excellence in management education at WHU.

Prof. Dr. Markus Rudolf,  
Dean

## Mission Statement – Excellence in Management Education

WHU - Otto Beisheim School of Management is committed to "Excellence in Management Education" concerning academic programs, research, and corporate connections. Our commitment to excellent programs includes generating first-rate graduates and establishing a life-long learning environment. Our commitment to excellence in research aims at producing high-quality intellectual contributions to both academia and the business world. Regarding corporate connections, our commitment to excellence means that we maintain close ties with the business world and stay in intensive contact with a variety of partners in business and society.

We pursue our mission in particular by:

- combining academic rigor with practical relevance;
- attracting and developing high-quality researchers;
- creating a stimulating intellectual and international environment;
- fostering entrepreneurial thinking and acting;
- encouraging responsible leadership and teamwork;
- emphasizing the global dimension of business; and
- contributing to the society at large.

In all aspects, WHU is truly international and highly committed to its social responsibility. Cultivating a close relationship with all stakeholders is a core value at WHU.

## WHU at a Glance

WHU – Otto Beisheim School of Management is an internationally oriented and privately financed business school based in Vallendar and Düsseldorf. Founded in 1984, WHU is now one of the most renowned German business schools with an exceptional national and international reputation. WHU stands for “Excellence in Management Education” and pursues this goal in its three core areas of activity: academic programs, research, and transfer in the field of general management.

WHU offers a Bachelor and two Master of Science Programs, a Full-Time MBA Program, a Part-Time MBA Program, the Kellogg-WHU Executive MBA-Program, and a Doctoral Program. More than 1400 students are currently enrolled in these programs. WHU also offers a wide range of executive education programs.

WHU's international network includes nearly 200 partner universities on all continents with which there are exchange programs for students, as well as research cooperations. WHU is regularly certified by EFMD (EQUIS), FIBAA, and

AACSB, which guarantees an excellent standard of research and academic programs, as well as a high degree of internationalization. In both national and international rankings WHU – Otto Beisheim School of Management continues to occupy leading positions.

In the future, WHU will continue to pursue a strategy of growth. WHU's ultimate aim is to strengthen its position among the top business schools in Europe.

## BACHELOR IN INTERNATIONAL BUSINESS ADMINISTRATION (BSc)

<b>Language</b>	English or English and German
<b>Duration</b>	36 months
<b>Campus</b>	Vallendar

<http://bachelor.whu.edu/en/>

## MASTER IN MANAGEMENT (MSc) & MASTER IN FINANCE (MSc)

<b>Language</b>	English
<b>Duration</b>	17 or 21 months
<b>Campus</b>	Vallendar

<http://master.whu.edu/>

## FULL-TIME MBA

<b>Language</b>	English
<b>Duration</b>	15 months
<b>Campus</b>	Düsseldorf (Chicago, Shanghai, Bangalore)

<http://fulltime-mba.whu.edu/en/>

## PART-TIME MBA

<b>Language</b>	English
<b>Duration</b>	24 months
<b>Campus</b>	Düsseldorf (New York, Shanghai, Bangalore)

<http://parttime-mba.whu.edu/en/>

## KELLOGG-WHU EXECUTIVE MBA (EMBA)

<b>Language</b>	English
<b>Duration</b>	24 months
<b>Campus</b>	Vallendar (Kellogg Global Executive MBA Network)
<b>Partner</b>	Kellogg School of Management, Northwestern University, USA

<http://kellogg.whu.edu/en/>

## DOCTORAL PROGRAM

<b>Language</b>	English and German
<b>Campus</b>	Vallendar, Düsseldorf

[www.whu.edu/doctoral\\_studies](http://www.whu.edu/doctoral_studies)

## EXECUTIVE EDUCATION

<b>Format</b>	Open Enrollment and Customized Programs
<b>Campus</b>	Vallendar, Düsseldorf

<https://www.whu.edu/execed>

# Teaching Evaluation at WHU



# WHU-Teaching Report and the Principle of Excellence in Management Education

All our actions at WHU are guided by the notion of Excellence in Management Education. Excellence in education quality is ensured in three ways: by careful selection of our instructors based on their teaching skills, by accreditation of study programs on a national and international level, and by seeking regular feedback from our students. For us, excellence in teaching means offering courses that reflect modern practice in terms of content and methodology and that discuss topics from an international point of view. The results documented in this teaching report suggest that we are successful in doing so from the perspective of our students.

The Teaching Report is published on a regular basis to inform current and prospective students, as well as instructors and program coordinators about students' evaluations of all courses offered at WHU. The results include quantitative measures as well as personal feedback from the students to provide a comprehensive picture of all programs and courses offered at WHU.

## Teaching Evaluation System

As one of the first universities in Germany, WHU developed and established a measurement and evaluation system for courses and seminars in 1994. This system is used as the main source for course and program improvements, as well as for teaching award decisions.

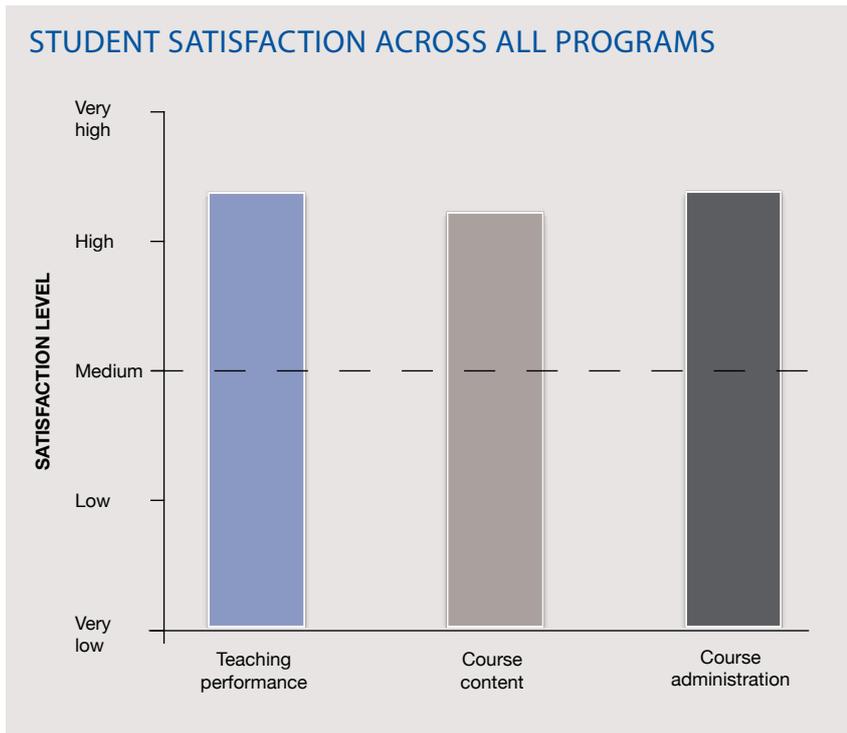
The teaching evaluation system has been tailored to the specific requirements of WHU's programs. Students evaluate each course based on teaching performance,

course content, as well as course administration. Additionally, students are invited to provide feedback regarding strengths and weaknesses of the courses. Evaluations take place at the end of the courses and are published at the end of the semester. For all courses, the data is analyzed systematically and results are summarized in a feedback document for the instructors.



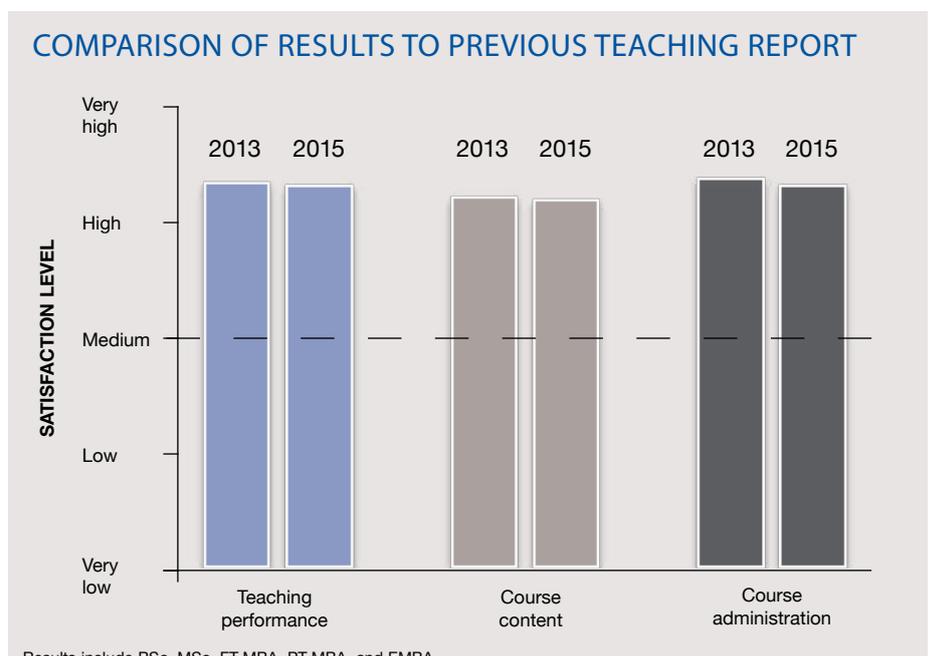
# Overall Results and Comparison with Results of the Teaching Report 2013

Items of the teaching evaluation system were grouped into three general categories: teaching performance, course content, and course administration. The figure below shows students' average evaluations of the three performance categories for WHU courses in the academic years 2013/2014 and 2014/2015.



Overall, the results indicate that our students are very satisfied with the way courses are taught by WHU's professors and instructors. In many programs, students appreciate that course contents are both theoretically interesting and practically relevant. The high satisfaction rates regarding course administration at WHU show that our students can fully concentrate on the development of their skills and abilities.

A comparison of the aforementioned results (Teaching Report 2015) to the results of the previous report (Teaching Report 2013 which covered the academic year 2012/2013) shows that the high satisfaction levels of our students are not only robust across teaching performance categories and programs, but also across different evaluation periods.



# Best Teacher Awards

Based on students' evaluations, WHU honors outstanding teachers in each academic program with the Best Teacher Award. Although all instructors at WHU deliver excellent performance in their courses, award recipients were

especially successful in tailoring the characteristics of their courses to students' expectations and needs. Professors receive the Best Teacher Award at the graduation ceremony of the respective program.



"The lecturer definitely deserved the "Teaching Award" he received last semester. Very interesting and informative way of teaching and explaining."

Student's feedback on a BSc course in fall 2014

## Bachelor of International Business Administration

The Bachelor of Science students honored the following professors with the Best Teacher Award:

Fall 2013



**Jun.-Prof. Dr. Maximilian Müller**  
Introduction to  
Financial Accounting

Spring 2014



**Prof. Dr. Lutz Kaufmann**  
Negotiations and  
Dispute Resolution

Fall 2014



**Prof. Dr. Lutz Kaufmann**  
Negotiations and  
Dispute Resolution

Spring 2015



**Prof. Dr. Lutz Kaufmann**  
Negotiations and  
Dispute Resolution

## Master in Management / Master in Finance

The Master of Science students honored the following professors with the Best Teacher Award:

Fall 2013



**Prof. Dr. Thorsten Sellhorn**  
International Financial Reporting I

Spring 2014



**Prof. Dr. Martin Jacob**  
International Tax Strategy

Fall 2014



**Prof. Dr. Markus Reisinger**  
Strategic Competitions

Spring 2015



**Jun.-Prof. Dr. Tim Oliver Brexendorf**  
The Product Manager's Interfaces and Toolkits

## Full-Time MBA

The Full-Time MBA students honored the following professor with the Best Teacher Award:

Year 2013



**Jun.-Prof. Dr. Denis Schweizer**  
Risk Management

Year 2014



**Jun.-Prof. Dr. Denis Schweizer**  
Risk Management

## Part-Time MBA

The Part-Time MBA students honored the following professors with the Best Teacher Award:

Year 2013



**Prof. Dr. Igor Goncharov**  
Financial Accounting

Year 2014



**Prof. Dr. Martin Högl**  
Organizational Behavior

## Kellogg-WHU Executive MBA

The Executive MBA students honored the following professor with the Best Teacher Award:

Year 2013

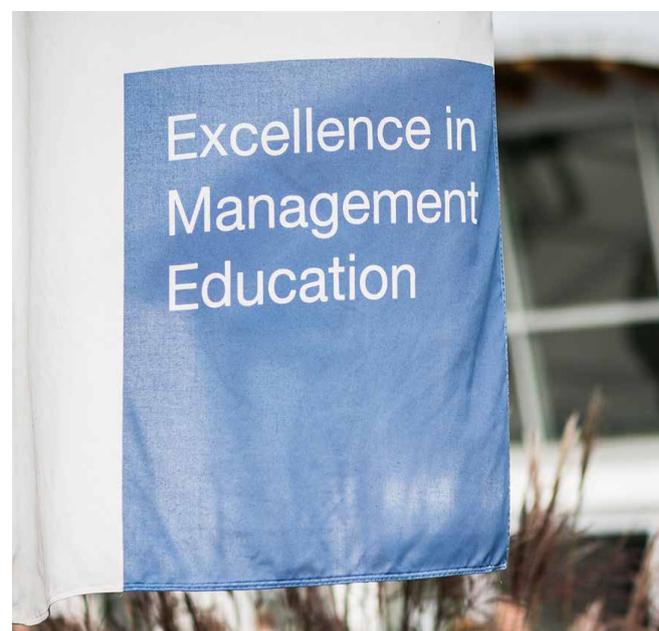


**Prof. Dr. Karl Schmedders**  
Decision Making under Uncertainty & Managerial Statistics

Year 2014



**Prof. Dr. Karl Schmedders**  
Decision Making under Uncertainty & Managerial Statistics



# Bachelor in International Business Administration



# Bachelor in International Business Administration (BSc)

## Top-level Business Education in an International Setting.

The Bachelor in International Business Administration at WHU is an undergraduate university degree that addresses highly-qualified, committed high school graduates interested in a comprehensive, international study program. The program offers a large science-based curriculum with 150 courses that convey solid academic expertise, a comprehensive business mindset, and promote personality development, as well as problem-solving skills.

In the academic year 2014/15, approximately 600 Bachelor students were enrolled at WHU and enjoyed outstanding study conditions, such as learning in small teams and an excellent student-to-faculty ratio (15 Bachelor students to 1 professor). The Bachelor program at WHU fosters the development of mindful generalists and uniquely prepares the students for operating in international companies. The

development of foreign language skills, a semester abroad at one of nearly 200 partner universities, and an internship abroad are fundamental program elements. Students also gain international experience through the daily interaction with exchange students, as well as through the opportunity to participate in a "Management Abroad Course". In addition to the well-established 180 ECTS and 210 ECTS tracks, WHU offers a new 180 ECTS track, which is taught entirely in English. The new track addresses qualified and committed students from around the world interested in a rigorous business education.

The key facts and the main advantages of the Bachelor Program at WHU are summarized below. On the next pages, students' evaluations of the courses in the program are presented.



### KEY FACTS

- Approximately 600 enrolled Bachelor students
- New 180 ECTS track entirely taught in English
- Comprehensive curriculum in the areas of economics and business administration (150 Bachelor courses)
- Ranked #1 in CHE Hochschulranking 2014/15 and #4 in Wirtschaftswoche Recruiter-Ranking 2014
- Top 8% worldwide in U-Multirank 2015



### EXCELLENT STUDY CONDITIONS

- Excellent student-to-faculty ratio (15 students to 1 professor)
- Interactive and small classes
- Personal atmosphere
- State-of-the-art facilities and technical infrastructure
- Carefully selected students and staff



### ACADEMIC EXCELLENCE

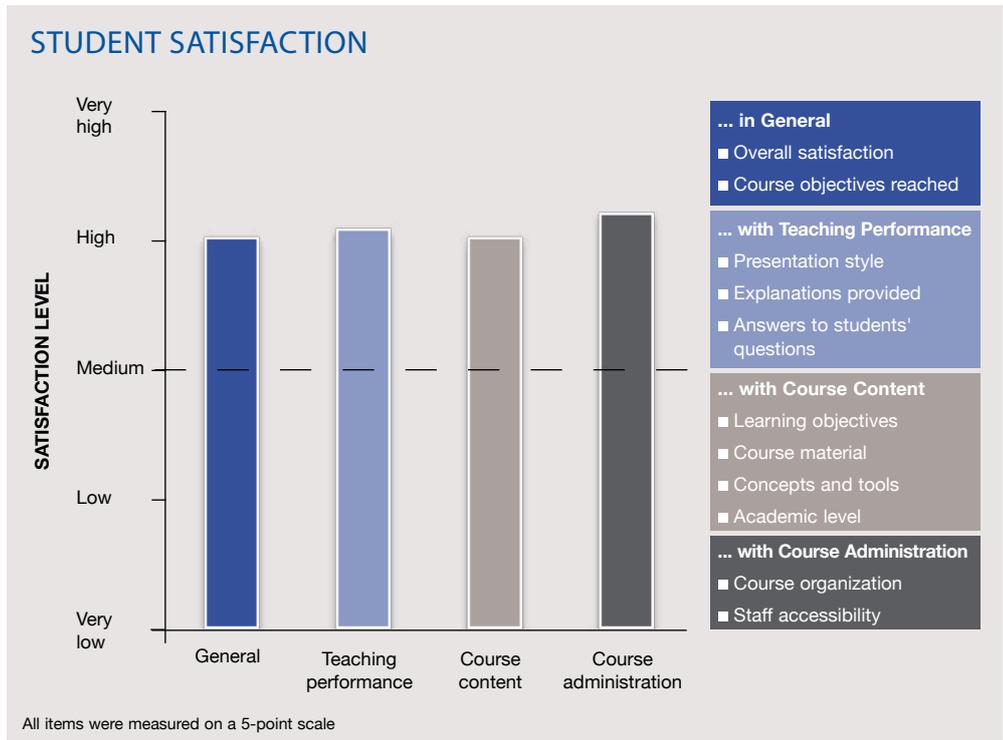
- Generalist orientation
- Personality development and problem-solving skills
- Self-reflection and ethical responsibility
- One of Germany's leading business schools
- Multiple accreditations (EQUIS, AACSB, FIBAA Premium)



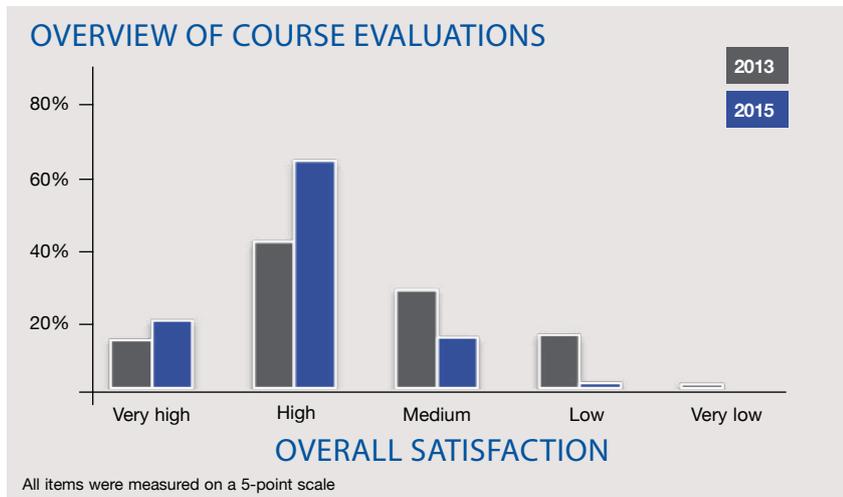
### INTERNATIONAL EXPERIENCE

- International environment through students, faculty, and staff
- Network of nearly 200 partner universities worldwide
- Integrated study abroad program
- Great network of international partner companies

# High Student Satisfaction

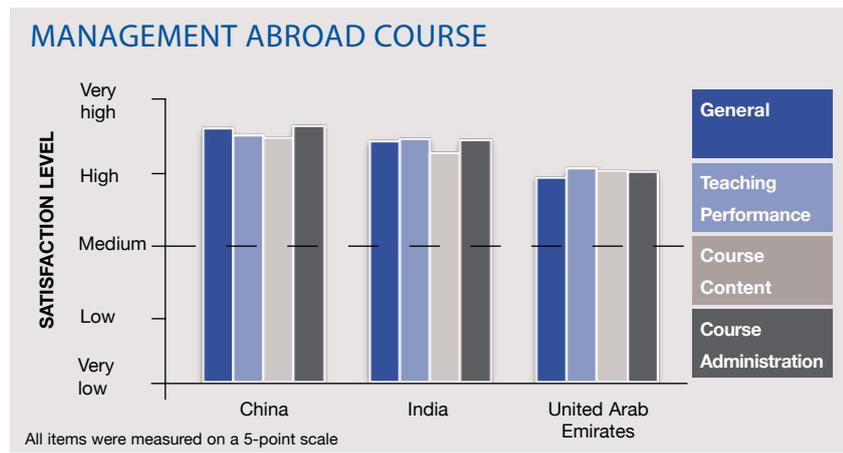


WHU students evaluate their courses in the Bachelor Program on four dimensions: general satisfaction with the course, teaching performance of instructors, course content, and course administration. Across all four aspects students express high satisfaction levels. Especially the smooth organization of courses and the instructors' teaching performance are appreciated.



Course ratings have shifted even more to the positive side during the last years. Over 80% of the Bachelor courses offered at WHU receive high or very high ratings.

*"This was the best class I have ever taken [...]. It was extremely interesting and positively challenging. I take away very useful concepts and am convinced that the shown tools will be helpful in a large number of situations I will face in the future."*



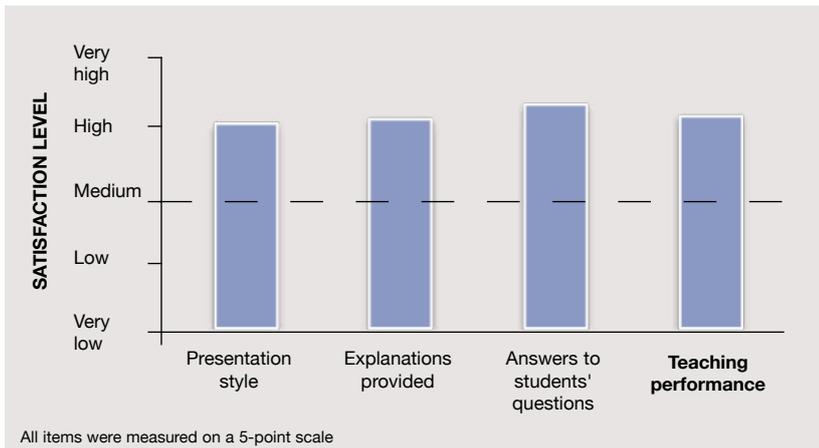
In addition to the compulsory semester abroad, students of the WHU Bachelor Program have the opportunity to attend the "Management Abroad Course". This optional 14-day course takes place at the end of the second semester and includes visits at our partner universities and companies in India, China or the United Arab Emirates. Overall, our students seem to be satisfied with the management abroad courses.

*"Great companies! Great insights! Very well organized!"*

# Evaluations in Detail

Overall, our students seem to be highly satisfied with the courses offered in the Bachelor Program. Next, a detailed analysis of the dimensions teaching performance, course content, and course administration is provided.

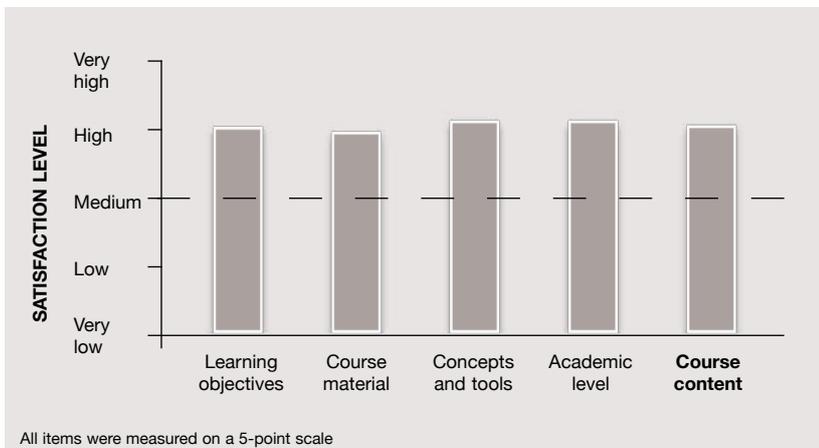
## TEACHING PERFORMANCE



Teaching performance is rated on the dimensions presentation style, provided explanations, and answers to students' questions. WHU students are highly satisfied with these aspects and especially value that their questions are answered comprehensively.

*"This professor set a standard to brilliant lecturing! I absolutely loved the lectures. He explained everything clearly; the pace was perfect and the content highly interesting! Thank you!"*

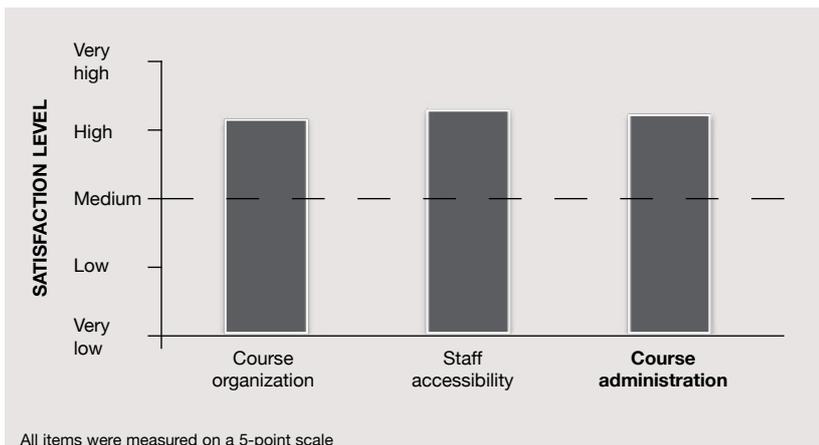
## COURSE CONTENT



Course content is measured by the following aspects: clearly formulated learning objectives, quality of the course material, usefulness of taught concepts and tools, as well as the academic level of the course. Overall, our students appreciate that Bachelor courses at WHU provide highly relevant concepts and tools that are discussed on a high academic level.

*"The sequencing of first offering theoretical and technical knowledge in the first half and applying these directly in the second half was great."*

## COURSE ADMINISTRATION



Students are also highly satisfied with the two dimensions related to course administration: course organization and staff accessibility.

*"I have never seen someone so open to students with offering support and help! Great job!"*

# Master in Management & Master in Finance



# Master in Management & Master in Finance (MSc)

## Unfold Your Ambitions. Develop Excellence.

WHU's Master in Management Program is designed for recent graduates with an excellent first academic degree in a business-related field of study. The Master in Management (MiM) Program offers the opportunity to develop expertise in all key areas of business administration and economics. The Master in Finance (MiF) Program concentrates on the areas of finance, accounting, and economics. Both programs are completely taught in English and allow students to graduate within 17 or 21 months, depending on the chosen track. Students in WHU's MSc programs benefit from a large network of nearly 200 partner universities across the world and from the opportunity to gain practical experience abroad in one of WHU's numerous partner companies. The Financial Times Master Ranking 2014 ranked WHU's MiM program as #1 in Germany and #4 in the world. The CHE-Hochschulranking for Master programs ranked WHU in the top group in every category.

In the academic year 2014/15, 220 MSc students were enrolled at WHU and benefited from the outstanding student-to-faculty ratio (6 Master students to 1 professor). The comprehensive, module-based curriculum does not only equip our students with analytical tools and business knowledge, but also fosters teamwork skills and helps students to develop their personal potential. Similar to our Bachelor Program, Master students are graded on different aspects (case studies, group or individual assignments, as well as presentations) rather than on exam performance only.

The key facts and the main advantages of the Master programs at WHU are summarized below. On the next pages, students' course evaluations of the courses in the programs are presented.



### KEY FACTS

- 220 enrolled Master students
- Broad course program (55 Master courses) with two tracks: 90 or 120 credits track
- One of the leading Master programs in Germany and worldwide



### EXCELLENT STUDY CONDITIONS

- Excellent student-to-faculty ratio (6 students to 1 professor)
- Collaborative student community
- State-of-the-art facilities and technical infrastructure
- Carefully selected students and staff



### ACADEMIC EXCELLENCE

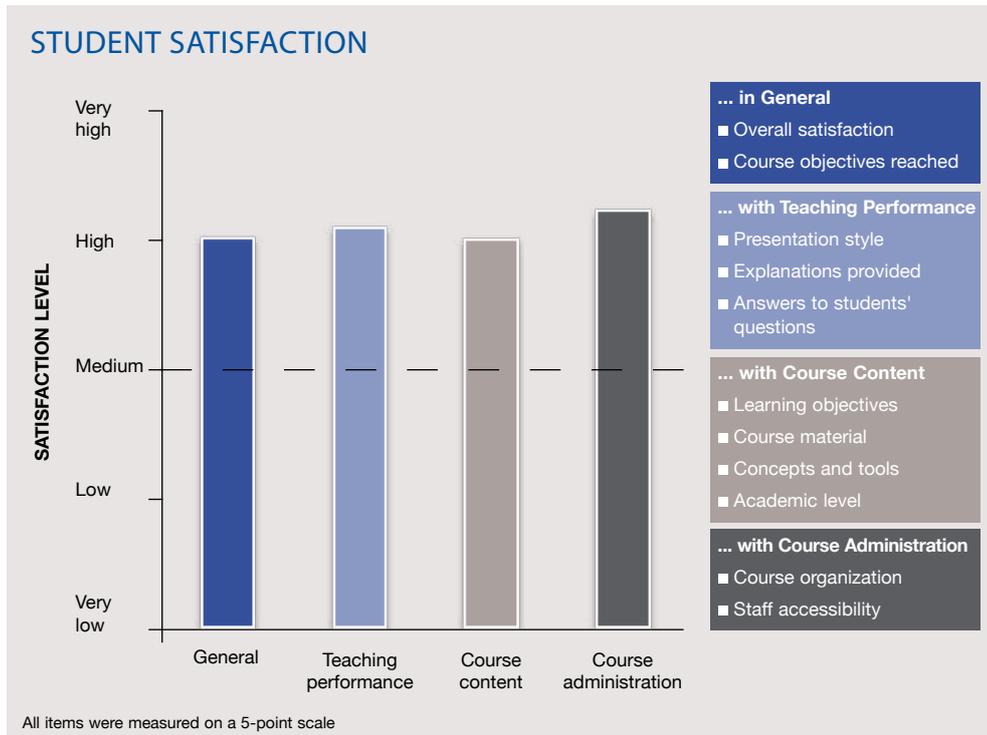
- Comprehensive module-based curriculum (11 modules)
- Challenging and supporting environment
- Preparation for business careers or PhD studies
- Multiple accreditations (EQUIS, AACSB, FIBAA)



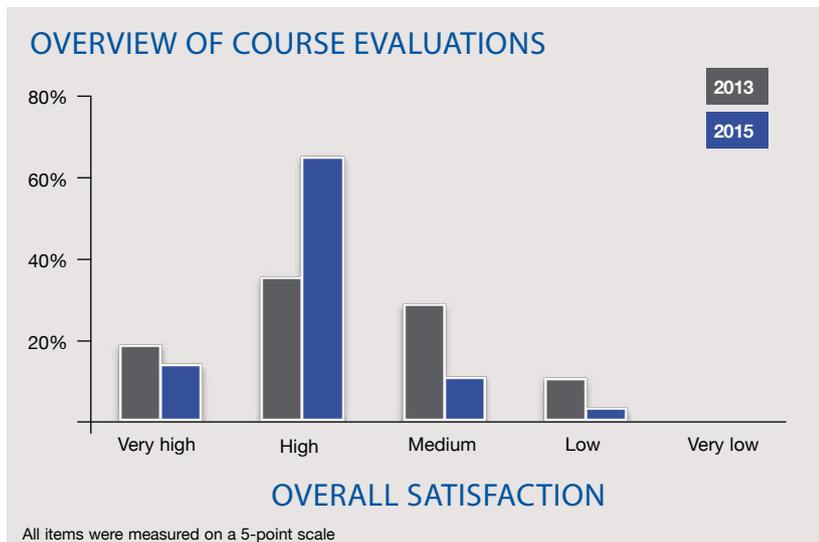
### INTERNATIONAL EXPERIENCE

- Program language is English
- Study abroad opportunity (in the 120 credits track)
- Network of nearly 200 partner universities worldwide
- Integrated internship abroad
- Great network of international partner companies

# High Student Satisfaction

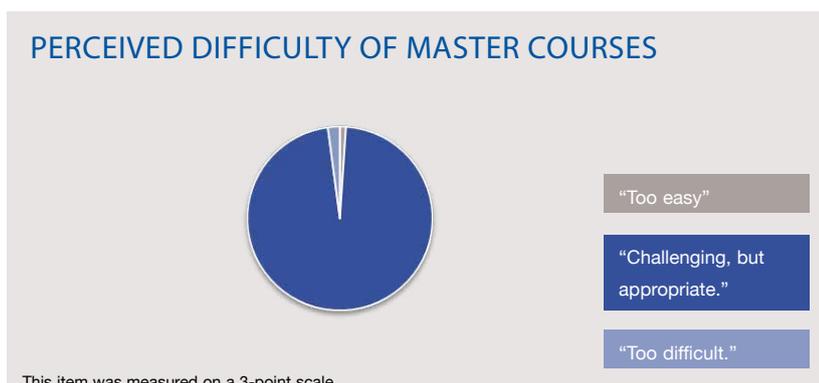


The courses of our master programs, Master in Management and Master in Finance, are evaluated on the following four dimensions: general satisfaction, teaching performance, course content, and course administration. Overall, the results suggest that the students are highly satisfied with the courses in WHU's Master programs.



Course ratings have improved in comparison to the results of the previous evaluation period. Over 85% of the Master courses offered at WHU receive high or very high satisfaction ratings.

"The professor made every lecture engaging and useful, and provided well-designed case studies to keep the class interesting. Every meeting provided useful insights."



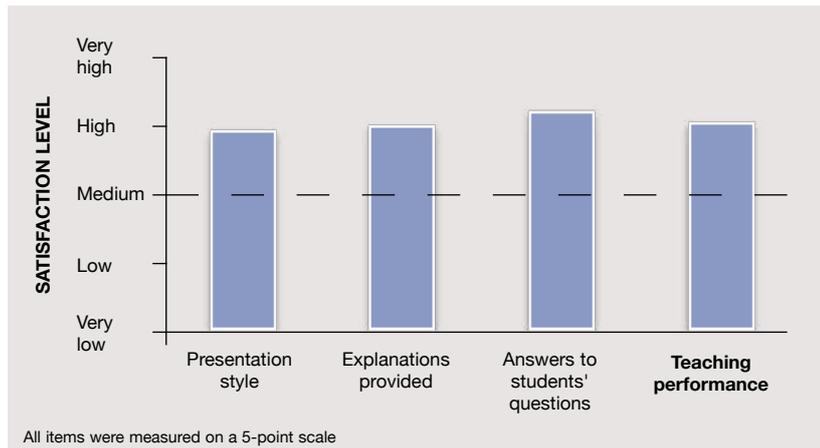
The academic level of 97% of the courses is perceived as "challenging, but appropriate."

"The instructor manages to explain rather complex theories in a very clear and intuitive way! Great lectures!"

## Evaluations in Detail

Overall, our students seem to be highly satisfied with the courses offered in the Master programs. Next, a detailed analysis of the dimensions teaching performance, course content, and course administration is provided.

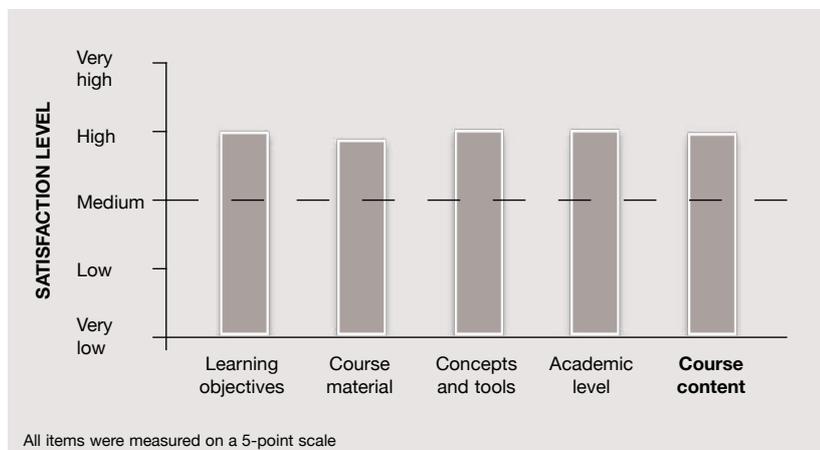
### TEACHING PERFORMANCE



WHU Master students are highly satisfied with the teaching performance of their instructors, which is measured by the following aspects: presentation style, explanations of course content, and answers to students' questions. Students especially value that their questions are addressed appropriately and that critical issues are discussed.

*"The professor's teaching style was fun and entertaining and his classes were full of interesting real life examples."*

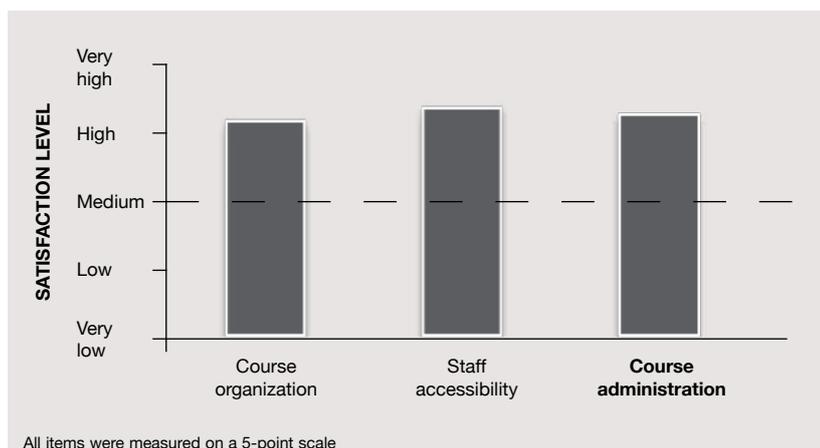
### COURSE CONTENT



The dimension course content is measured by the following aspects: clearly formulated learning objectives, quality of the course material, usefulness of taught concepts and tools, as well as the academic level of the courses. All aspects are evaluated positively by our students.

*"The topics seem highly relevant and very close to what is needed on the job. The guest speakers were great, too. All in all an awesome class!"*

### COURSE ADMINISTRATION



Master students are also highly satisfied with the two aspects related to course administration. They particularly appreciate the accessibility of lecturers and staff, which may be attributed to the outstanding student-to-faculty ratio in our Master programs (6 students to 1 professor).

*"One can see the commitment of the chair to this lecture and the effort behind it! Accessibility and readiness to answer questions is outstanding!"*

# Full-Time MBA



# Full-Time MBA

## Study in Germany. Experience the World.

The Full-Time MBA Program aims at qualifying participants for the strategic leadership of companies. Full-Time MBA students graduate within 15 months and complete four core modules and four elective concentration modules. The Full-Time MBA Program at WHU is characterized by practical orientation, internationality, and small class sizes to guarantee an optimal learning experience. Teamwork is an essential element of our teaching approach. In study groups of five to six MBA students, participants discuss course content and apply taught concepts and tools in case studies.

In the academic year 2014/2015, 37 students were enrolled in the Full-Time MBA Program. The curriculum emphasizes management concepts which foster strategic vision, entrepreneurial spirit, operational excellence, and awareness of cultural differences. Students have the opportunity to attend three mandatory international modules at top-ranked partner universities in USA (Kellogg School of

Management, Chicago), India (IIMB, Bangalore), and China (CEIBS and Fudan University, Shanghai). Due to the global perspective, an understanding of cultural differences and how these matter for individual and corporate success is developed. In the Full-Time MBA Ranking published in the latest issue of the Economist in October 2015, the Full-Time MBA Program at WHU – Otto Beisheim School of Management once again ranked among the top 100 programs worldwide. The program was ranked 3rd among German universities. In the QS Top MBA 2014 Ranking, the WHU MBA Program was ranked # 3 in Germany.

The key facts and the main advantages of the Full-Time MBA Program at WHU are summarized below. On the next pages, students' evaluations of the courses in the program are presented.



### KEY FACTS

- 15-months general management program (12 months of lectures + 3 months Master thesis)
- 37 enrolled Full-Time MBA students
- Four core modules (12 core courses)
- Four concentration modules (9 selected concentration courses)



### EXCELLENT STUDY CONDITIONS

- Taught by senior faculty of WHU and of our international partner universities
- Career service fosters students' contact with companies
- Teamwork as essential part of all classes
- Small class sizes ensure excellent mentoring



### ACADEMIC EXCELLENCE

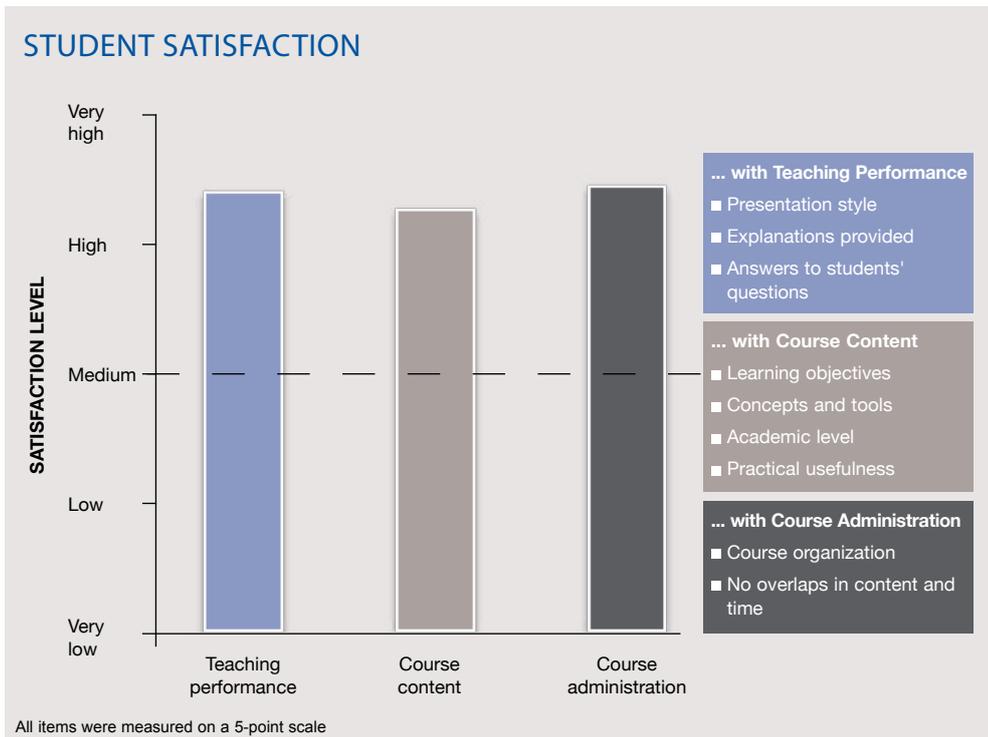
- Multiple accreditations (EQUIS, AACSB, FIBAA Premium)
- Practice-oriented study content (guest speakers, company visits, real life case studies, etc.)
- Focus on personal leadership development



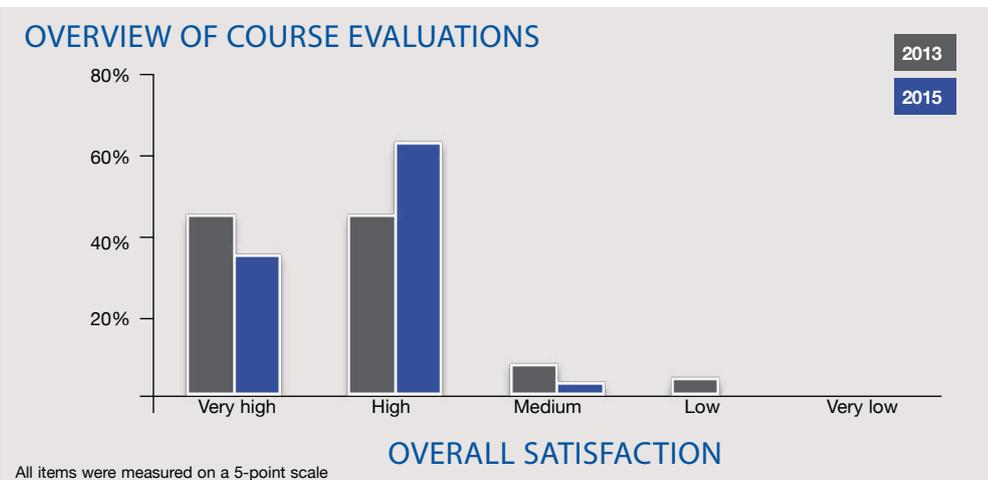
### INTERNATIONAL EXPERIENCE

- Program language is English
- International modules at renowned partner universities in USA, India, and China
- International participants and instructors

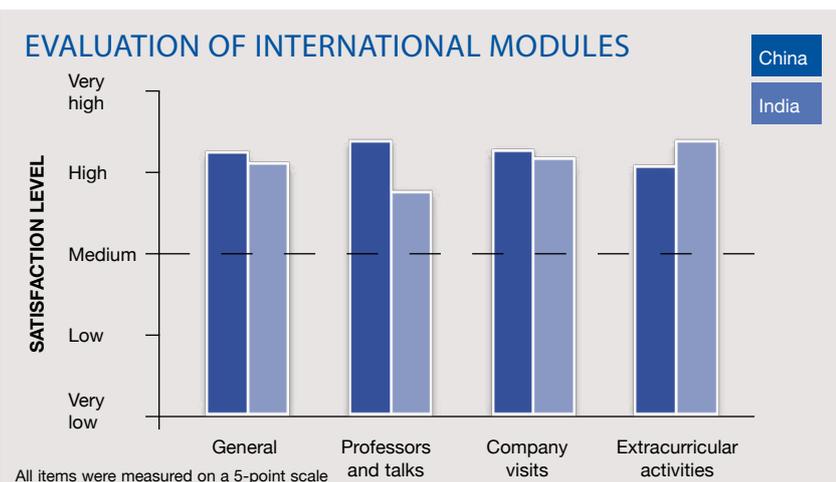
# High Student Satisfaction



The Full-Time MBA students at WHU evaluate the program on three dimensions: instructors' teaching performance, course content, and course administration. Overall, the results suggest that our students are highly satisfied with their MBA courses.



Like in the previous evaluation period, most courses in the Full-Time MBA program are evaluated positively by our students. Specifically, 98% of the courses received high or very high satisfaction ratings.



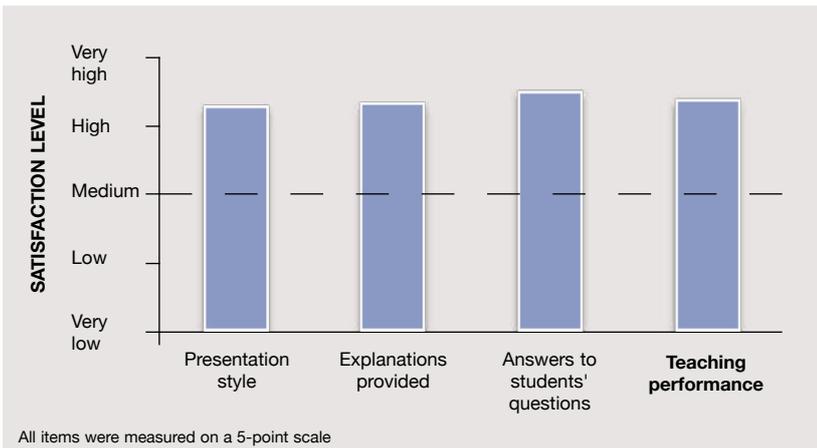
The Full-Time MBA Program allows participants to attend modules in China and India. These modules comprise lectures, company visits, and extracurricular activities to get in touch with the local culture. These international modules at our partner universities provide a highly satisfying experience for our students, each with different highlights such as the cultural activities in India or the lectures and talks in China.

*“Great mix of companies and teaching at CEIBS, great tours and interesting tour guide in Beijing!”*

# Evaluations in Detail

Overall, our students seem to be highly satisfied with the courses offered in the Full-Time MBA Program. Next, a detailed analysis of the dimensions teaching performance, course content, and course administration is provided.

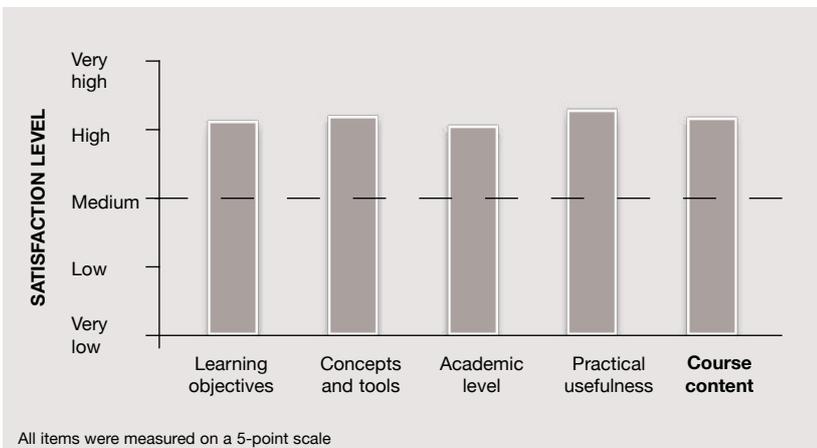
## TEACHING PERFORMANCE



Teaching performance is evaluated on the three dimensions presentation style, provided explanations, and answers to students' questions. The Full-Time MBA courses are evaluated positively on all dimensions related to teaching performance. Especially, the lecturers' responsiveness to students' questions is perceived positively.

*"The professor is very dedicated. Great atmosphere of fun and learning."*

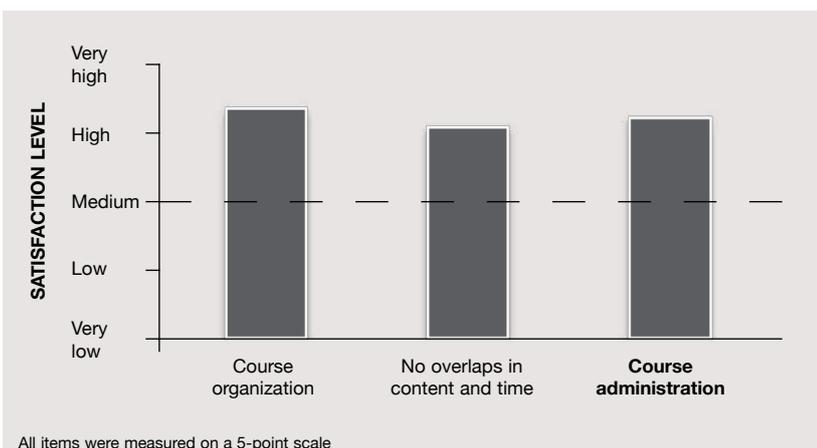
## COURSE CONTENT



The students of WHU's Full-Time MBA Program are also highly satisfied with the contents taught in their courses. In particular, the high practical usefulness of the concepts and tools taught in the lectures is appreciated by the students.

*"It is the mixture of theory and practical implementation (...) what makes this course (...) so valuable."*

## COURSE ADMINISTRATION



Finally, the data suggest that the courses in the Full-Time MBA program are organized smoothly. Course contents do not repeat unnecessarily and students appreciate the good course organization by our instructors.

*"The quality of the instructor was outstanding. Well prepared and organized, he put a lot of effort into finding the right balance between theory and practical role plays."*

# Part-Time MBA



# Part-Time MBA

## The Essence of Leadership.

The Part-Time MBA Program at WHU is an internationally oriented general management program designed for participants with different academic and professional backgrounds. It addresses young professionals who want to perform effectively in a challenging global environment by enhancing, deepening, and developing their knowledge in the fields of business administration and economics. It equips participants with the knowledge to understand the interdisciplinary relations within a business organization and make sustainable strategic decisions based on state-of-the-art management concepts.

In the academic year 2014/15, 67 students were enrolled in the Part-Time MBA Program and benefited from the strong focus on personal development and leadership competence. Students are required to complete four core modules and to deepen their knowledge in concentration modu-

les providing profound know-how in the fields of marketing, finance, value chain management, strategy, and innovation. It is our goal to create a mindset that features responsibility towards the social and environmental consequences of managerial decisions. During three residential weeks in USA (Columbia Business School, NYC), India (IIMB, Bangalore), and China (CEIBS & FUDAN, Shanghai), the program participants learn about chances, challenges, and risks of doing business abroad.

The key facts and the main advantages of the Part-Time MBA Program at WHU are summarized below. On the next pages, students' evaluations of the courses in the program are presented.



### KEY FACTS

- 24 months weekend-format program
- 67 enrolled students
- Four core modules (12 core courses)
- Four concentration modules
- Direct implementation of newly acquired knowledge at workplace



### EXCELLENT STUDY CONDITIONS

- Small class sizes (max. 45 students)
- State-of-the-art facilities and excellent technical infrastructure
- Focus on interaction in the classroom
- Selected participants with substantial professional competence and international experience



### ACADEMIC EXCELLENCE

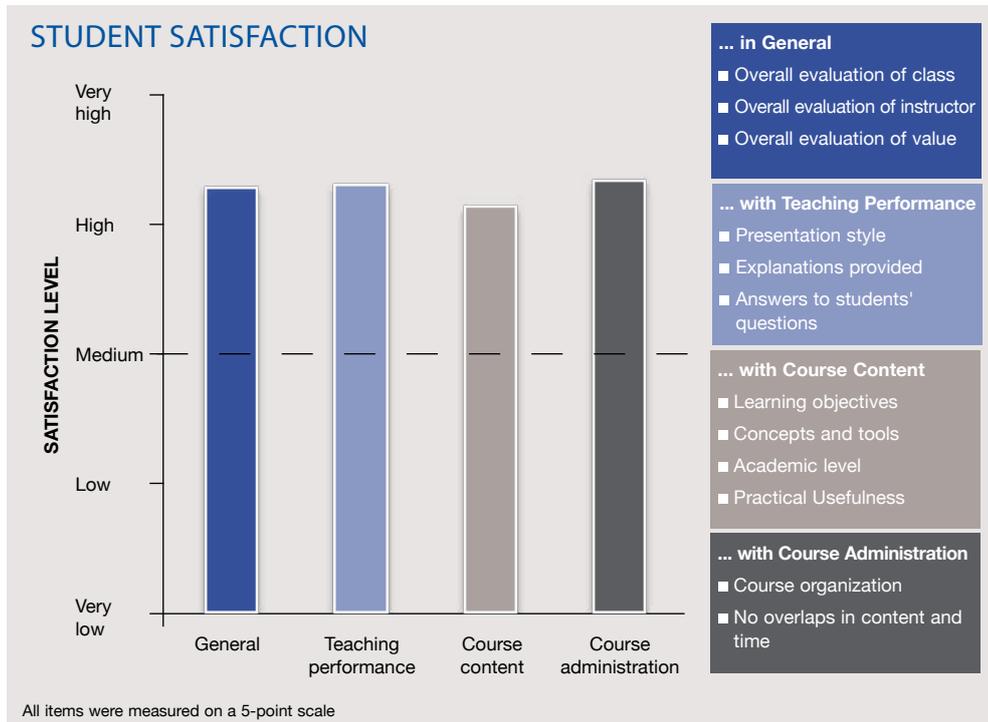
- High-class, experienced faculty
- Innovative approaches to problem-solving
- Preparation for global management positions
- Module on Leadership & Personal Development
- Multiple accreditations (EQUIS, AACSB, FIBAA)



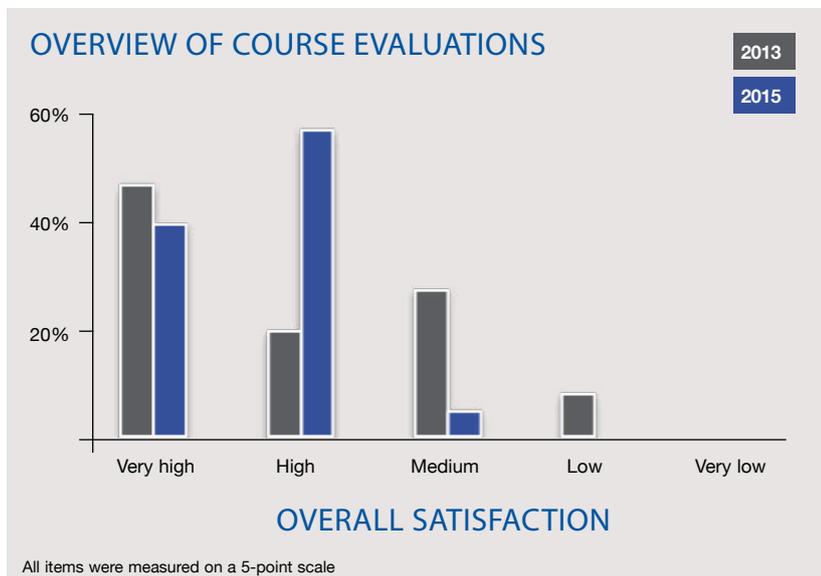
### INTERNATIONAL EXPERIENCE

- Program language is English
- Three international modules
- Lectures at renowned partner business schools
- International participants and instructors
- International alumni network

# High Student Satisfaction

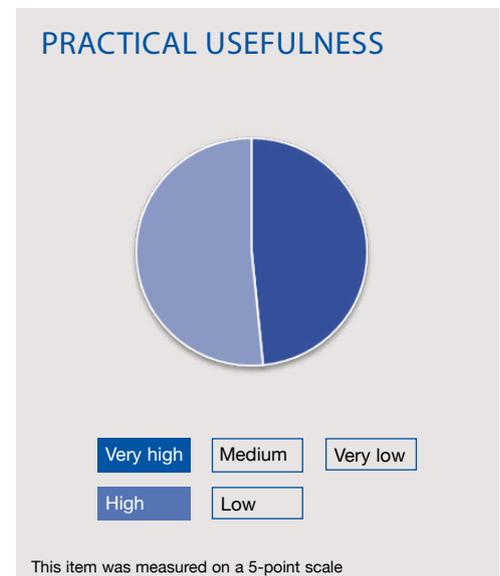


Courses of the Part-Time MBA Program are evaluated by our students on the following four dimensions: general satisfaction, instructors' teaching performance, course content, and course administration. Across all dimensions, students of the Part-Time MBA Program seem to be highly satisfied with their courses.



Compared to the previous Teaching Report, overall satisfaction with the courses has increased on average. 95% of WHU's Part-Time MBA courses receive high or very high satisfaction ratings. It is especially notable that no course receives a low satisfaction rang.

"The professor is very good (...), delivering strong concepts. I enjoyed every single lesson!"



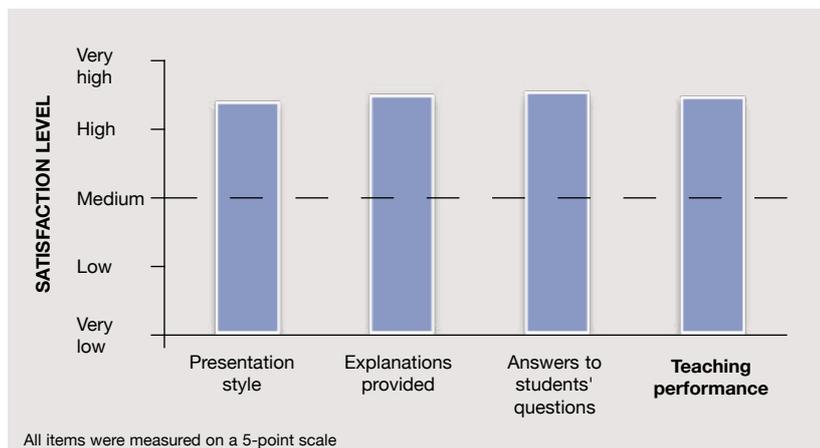
Practical usefulness is of particular importance in the WHU Part-Time MBA Program. Overall, the taught concepts and tools are considered to be highly relevant by our students.

"This course is full of practical and real world examples."

## Evaluations in Detail

Overall, our students seem to be highly satisfied with the courses offered in the Part-Time MBA Program. Next, a detailed analysis of the dimensions teaching performance, course content, and course administration is provided.

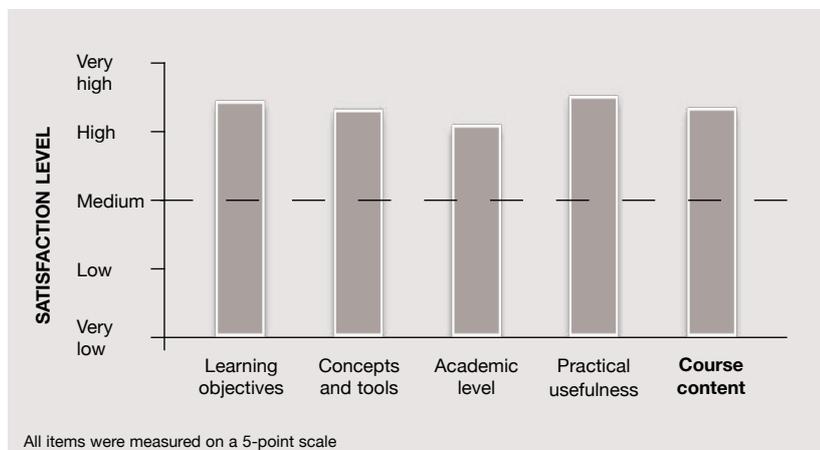
### TEACHING PERFORMANCE



The Part-Time MBA students at WHU are highly satisfied with their instructors' teaching performance. Specifically, the instructors are considered to be very responsive to students' questions. Moreover, course contents are explained comprehensively and students enjoy their instructors' presentation style.

*"The professor is very energetic, keeps students engaged and focused especially during long lectures!"*

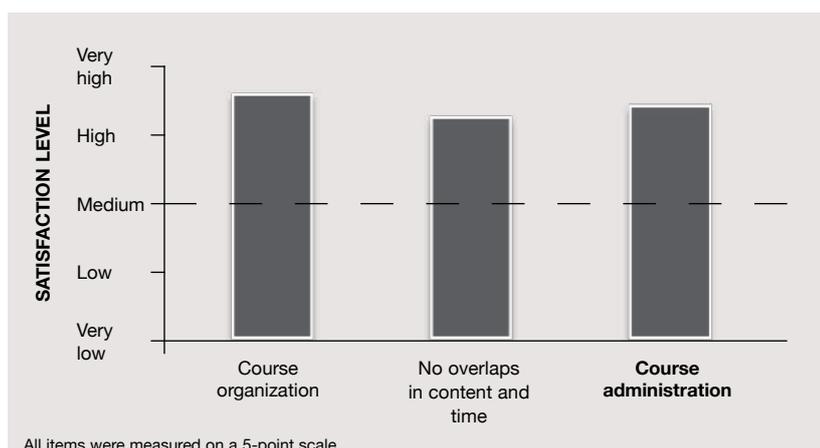
### COURSE CONTENT



The courses in WHU's Part-Time MBA Program are positively evaluated on all dimensions relating to "course content". Practical usefulness and the clear definition of learning objectives are highly appreciated. The provided concepts and tools, as well as the academic level are also highly satisfying for our students.

*"Outstanding content of class. Valuable case studies - applicable in the reality."*

### COURSE ADMINISTRATION



Overall, the results suggest that the courses are organized appropriately and that unnecessary repetition of course content is avoided.

*"An MBA class how it has got to be: guest speaker insights, multiple short case preparations to concentrate on the key learnings, and real life examples from MBA students!"*

# Kellogg-WHU Executive MBA



# Kellogg-WHU Executive MBA (EMBA)

## Your Global Learning Hub.

The Kellogg-WHU Executive MBA Program is designed for executives working in medium and upper management with at least eight years of work experience. Our candidates are experienced executives with an international focus, eager to learn, motivated, and willing to grow. The program's time structure of weekend courses allows participants to continue in their profession while at the same time actively participating in the program. Thanks to the time structure, participants can immediately put into action what they learned during the program.

In the academic year 2014/15, 75 international participants have benefited from the holistic approach of our EMBA program, which is rated the best Executive MBA in Germany and among the top-ten Executive MBAs in Europe by the Financial Times Ranking of 2014. Furthermore, it is number 6 worldwide in the 2015 Economist EMBA ranking. The Kellogg-WHU EMBA Program synthesizes American and European management know-how and puts strong emphasis on teamwork to prepare our participants for future leadership

roles. A mix of techniques, focused strongly on the case study methodology, allows students to work in interdisciplinary groups and, in turn, discuss, debate, and solve real-life business problems. A mix of additional methods is used to draw on the participants' own professional experience, creating an interactive learning environment and promoting an exchange of ideas between students and faculty. As part of the Kellogg Global Executive MBA Network, students have the opportunity to gain perspectives from around the world through participation in global modules, and are taught by world-renowned faculty from the Kellogg School of Management, Northwestern University, WHU - Otto Beisheim School of Management, and prestigious partner schools.

The key facts and the main advantages of the Executive MBA Program are summarized below. On the next pages, students' evaluations of the courses in the program are presented.



### KEY FACTS

- Two-year general management program
- Modular structure and weekend courses
- Focus on Leadership & Personal Development
- Top ranked in Financial Times and the Economist



### EXCELLENT STUDY CONDITIONS

- Highly diverse environment in terms of culture, industries, and academic background
- Structured approach to personal development including coaching, 360° feedback, and self assessment
- Integration of participants' professional experience
- Small class sizes of approximately 40 students



### ACADEMIC EXCELLENCE

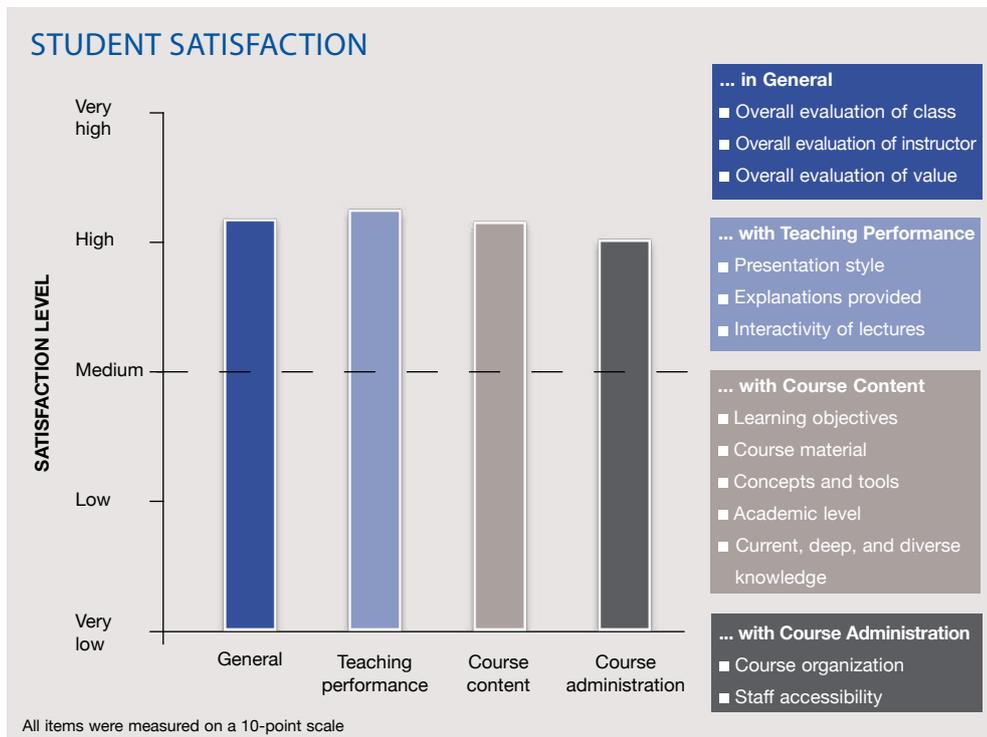
- Joint MBA-degree of WHU and Northwestern University
- Professors with both, extensive academic and professional experience
- One of the leading EMBA programs in Germany and Europe
- Life-long learning advantage
- Multiple accreditations (EQUIS, AACSB, FIBAA Premium)



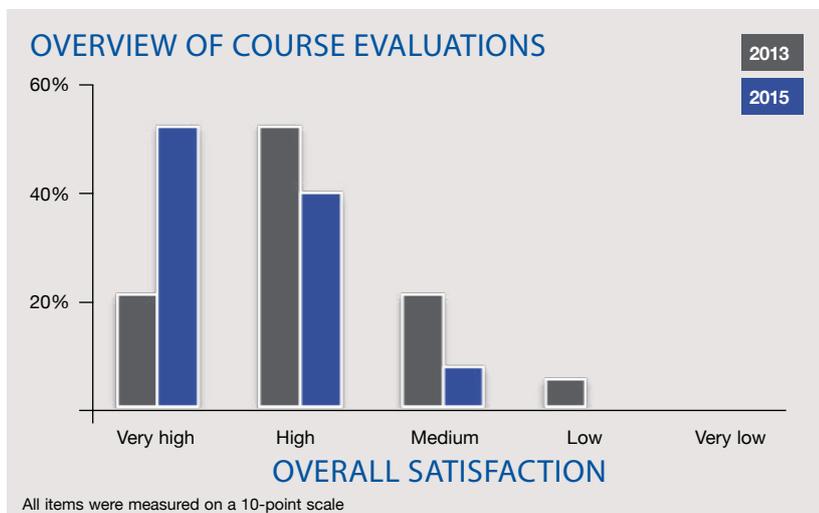
### INTERNATIONAL EXPERIENCE

- First transatlantic EMBA program
- Part of the Kellogg School of Management's global network of top business schools
- International professors and participants
- Kellogg & WHU Global Alumni Networks

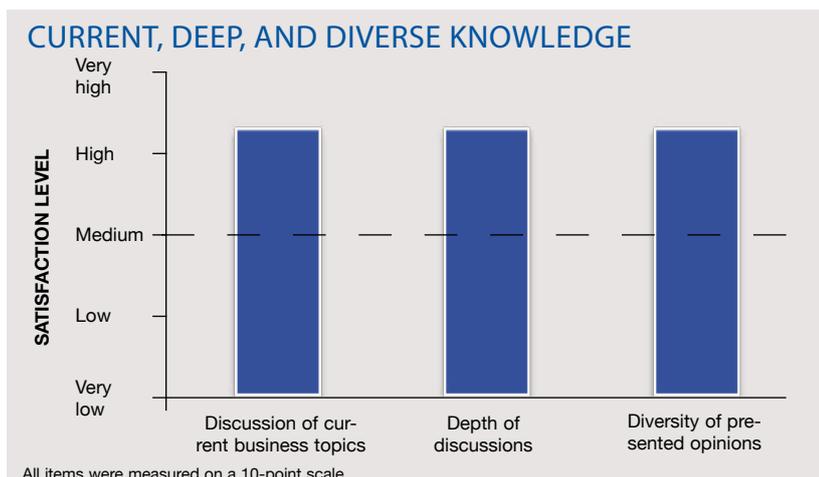
# High Student Satisfaction



The Executive MBA courses are evaluated on the following four dimensions: general satisfaction, instructors' teaching performance, course content, and course administration. Our students are highly satisfied with these aspects in the Executive MBA Program. The results show that especially the outstanding teaching performance of the instructors is appreciated.



The course evaluations in the Kellogg-WHU Executive MBA Program improved strongly compared to the previous evaluation period. 92% of the courses achieve very high or high satisfaction ratings. These results provide evidence of the high quality of the courses in WHU's EMBA Program.

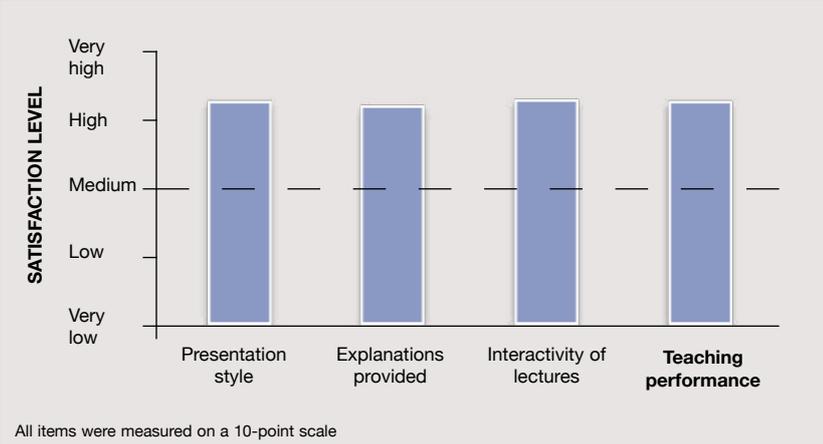


In the Kellogg-WHU EMBA program, current business and management trends are discussed extensively and from the different perspectives of our participants. The evaluation results suggest that the students are highly satisfied with this aspect of the EMBA program.

# Evaluations in Detail

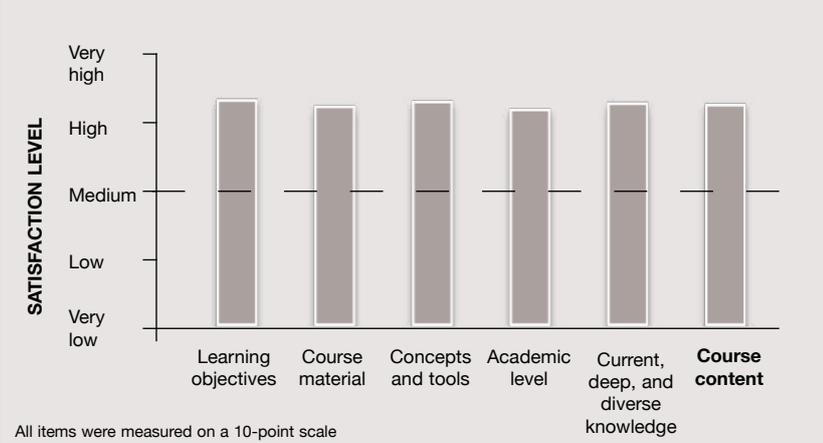
Overall, our students seem to be highly satisfied with the courses offered in the Executive MBA Program. Next, a detailed analysis of the dimensions teaching performance, course content, and course administration is provided.

## TEACHING PERFORMANCE



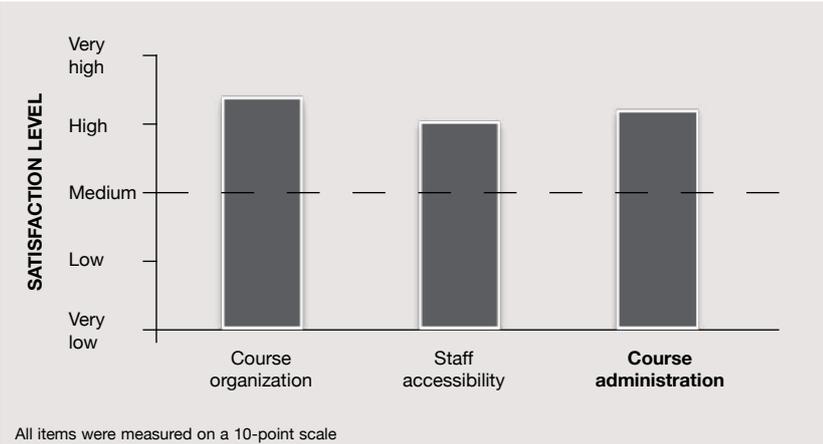
The executive MBA students are highly satisfied with the teaching performance of their instructors, which is measured by the dimensions presentation style, quality of explanations, and interaction between instructors and students during classes. Our data show that all aspects of teaching performance are evaluated positively.

## COURSE CONTENT



Overall, our students are highly satisfied with the contents taught in the Kellogg-WHU Executive MBA program.

## COURSE ADMINISTRATION



The executive MBA students are also highly satisfied with the two aspects related to course administration: course organization and staff accessibility. They especially value the smooth organization of the program taking place at WHU, Kellogg School of Management, and renowned partner universities across the world.

# Doctoral Program



# Doctoral Program

WHU's doctoral program aims at applicants holding an above-average higher education degree and who are motivated to conduct advanced scientific work. WHU awards the degree Dr. rer. pol. of Economics and Business Sciences based on a thesis (dissertation) and a final examination (disputation). The usual requirement for admission to the program is a master's degree with an above average final grade. Outstanding applicants with a bachelor's degree may be admitted after having successfully completed WHU's assessment procedure.

Participants of the WHU Doctoral Program will acquire the skills and tools to approach complex research questions in the areas of economics and business. It is a core objective of the doctoral program to develop and strengthen the students' ability of generating research results and contributions to current academic debates. To help students develop the necessary skills for their fields of research, we offer high quality methods courses and subject-specific courses.

WHU provides an international research atmosphere that fosters top tier publications. Researchers and chairs are organized in groups. Individual researchers collaborate both within and across groups and on a cross-institutional level by inviting leading national and international scholars to present and discuss their work at WHU.

Graduates of the WHU Doctoral Program were successfully placed at renowned German and international academic institutions or made their way into key areas of business administration.

The key facts and the main advantages of WHU's doctoral program are summarized below. On the next pages, students' evaluations of the courses in the program are presented.



## KEY FACTS

- Preparation for academic and business careers
- Average duration of doctoral studies: 3.7 years
- Doctoral studies with or without employment as research assistant



## EXCELLENT STUDY CONDITIONS

- Excellent study and research facilities
- High quality methods courses and subject-specific courses
- Collaborative student community
- Service-oriented administration and modern infrastructure



## ACADEMIC EXCELLENCE

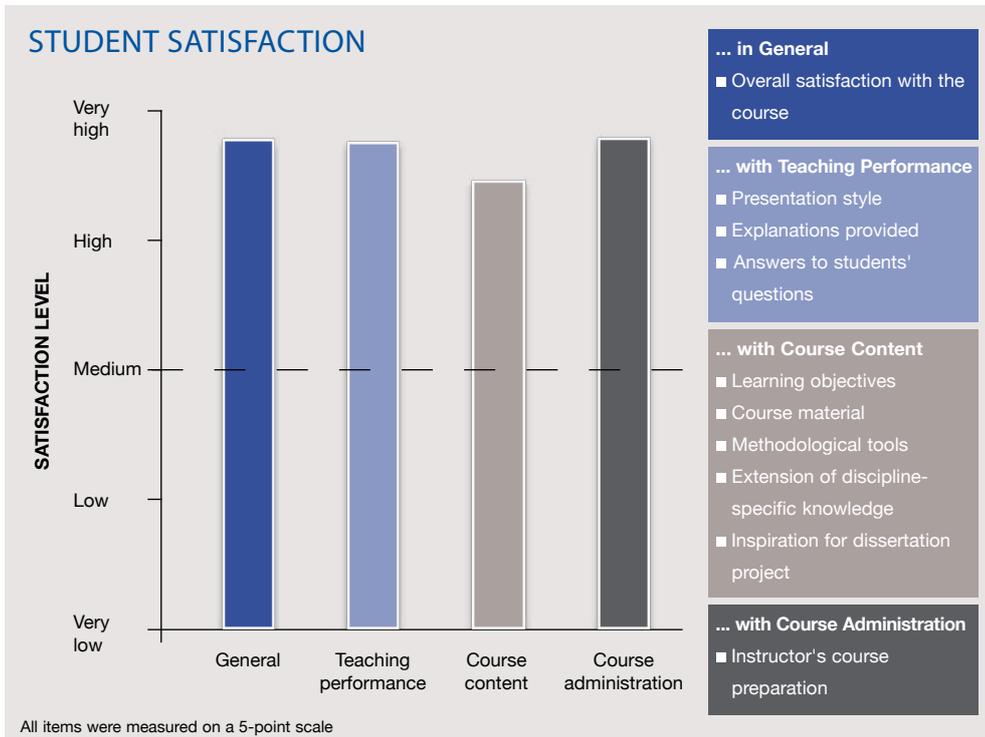
- Research-oriented faculty
- Challenging and supportive environment
- Individual mentoring by professors
- Seminars with renowned researchers



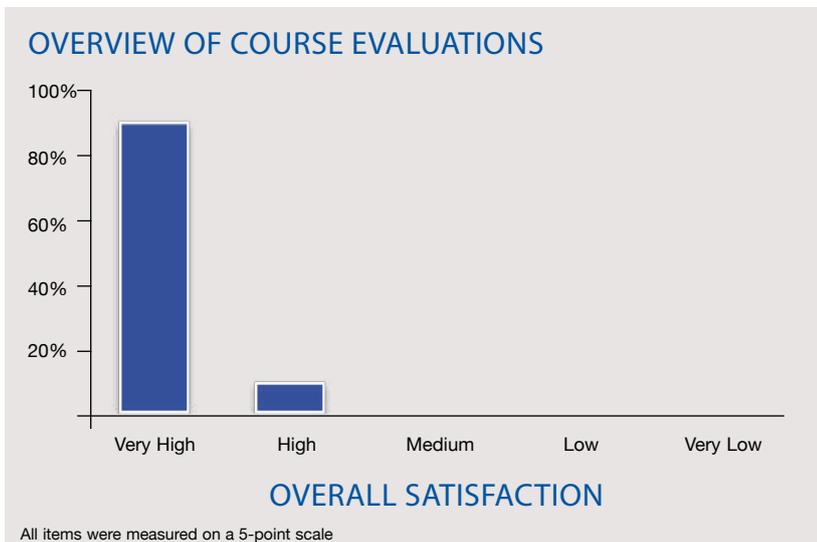
## INTERNATIONAL EXPERIENCE

- Main program language is English
- International doctoral students and faculty
- International research atmosphere that fosters top tier publications
- Contacts to international researchers and companies

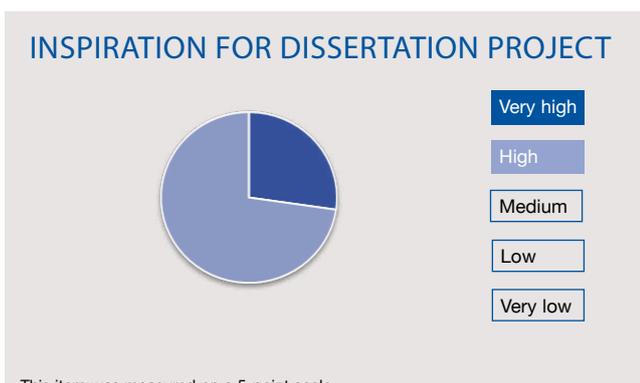
# Very High Student Satisfaction



Courses in WHU's doctoral program are evaluated on the following dimensions: general satisfaction, instructors' teaching performance, course content, and course administration. Overall, our doctoral students are highly satisfied with the courses in the program.



91% of the courses in the doctoral program are evaluated very positively. Furthermore, there are no courses with medium or low satisfaction levels. Overall, these results reflect the high quality of the doctoral program.

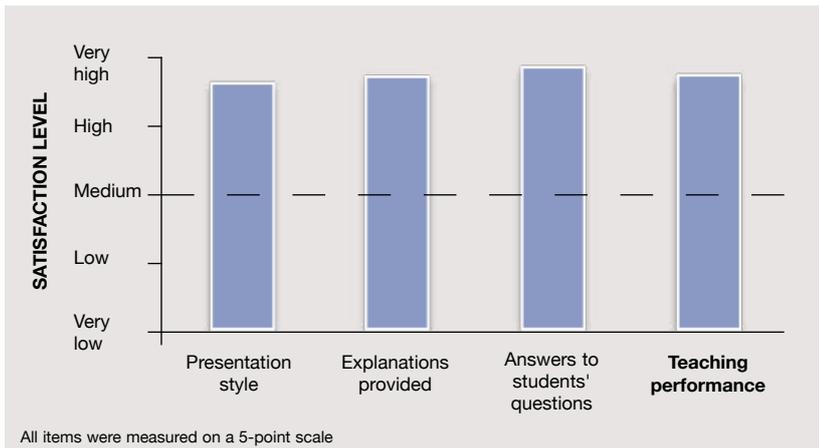


Our data show that the students gain very useful knowledge from the doctoral courses. By discussing their dissertation projects with professors from different academic areas, students broaden their perspectives and gain valuable insights for their research.

# 🔍 Evaluations in Detail

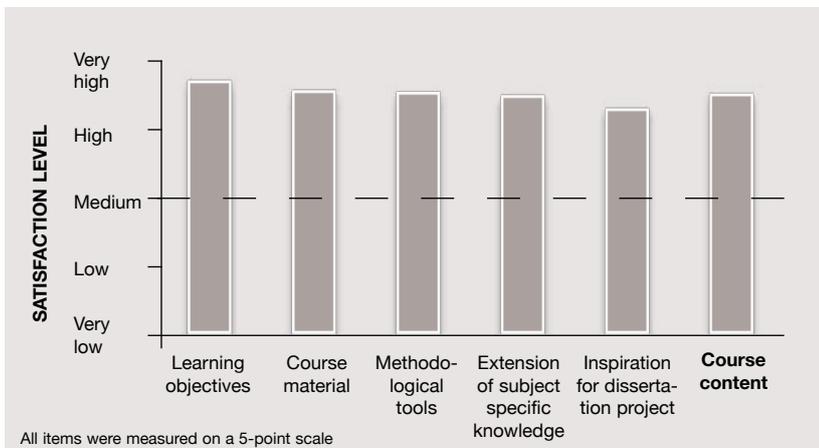
Overall, our students seem to be very satisfied with the courses offered in the doctoral program. Next, a detailed analysis of the dimensions teaching performance, and course content is provided.

## TEACHING PERFORMANCE



Overall, the data suggest that the teaching performance of our professors is outstanding. The doctoral students particularly appreciate the thorough explanations of the course contents and that their questions are addressed in detail.

## COURSE CONTENT

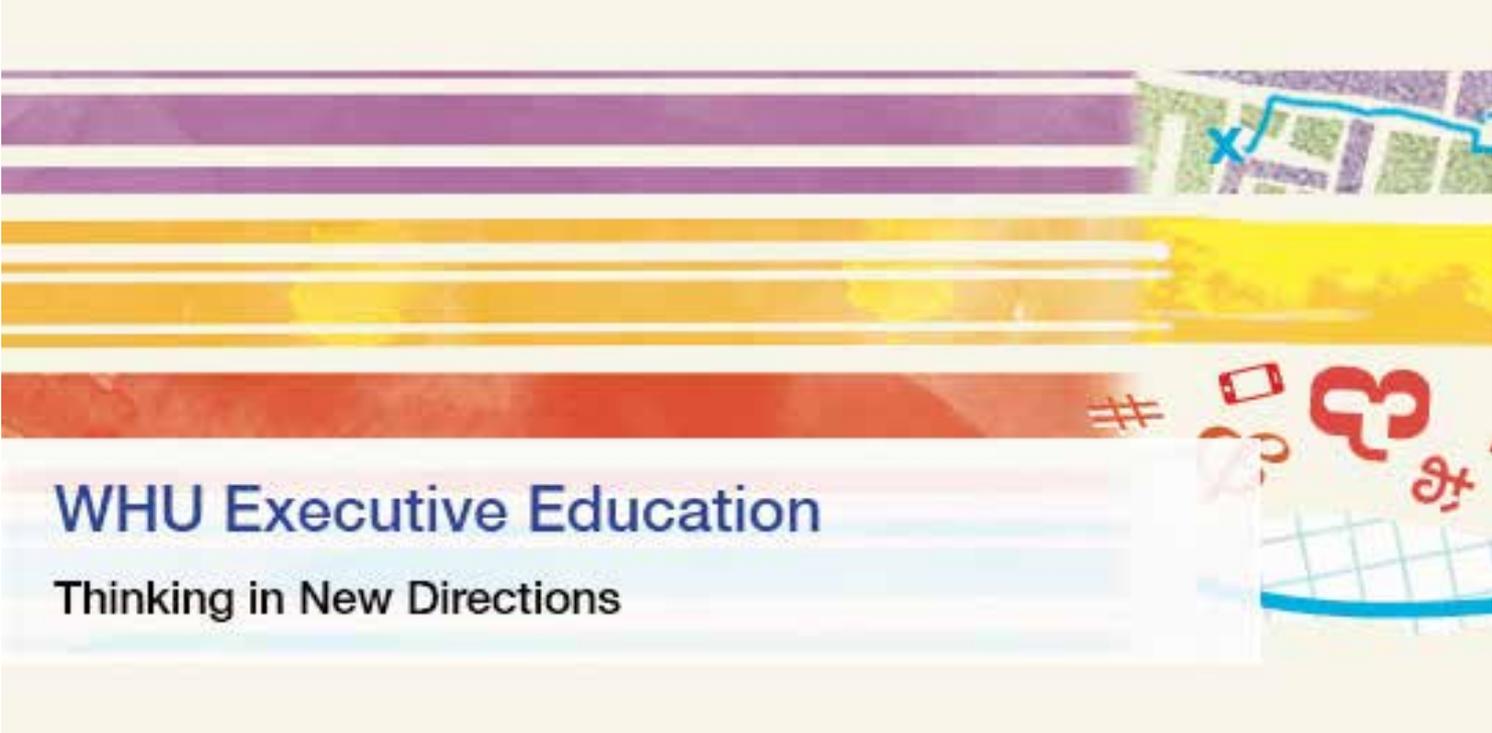


The performance dimension “course content” is measured by the following aspects: precise definition of learning objectives, course material, gaining knowledge about state-of-the-art methodological tools, improvement of discipline-specific knowledge, as well as inspiration for the dissertation project. All aspects are evaluated very positively by our doctoral students.



# Executive Education

## Open Enrollment Programs



WHU Executive Education

Thinking in New Directions

# Executive Education: Open Enrollment Programs

## Thinking in New Directions.

Executive Education at WHU means high quality programs for executives and managers. “Thinking in new directions” will enable participants and companies to reach one goal through different ways: Participants will become more self-confident about new topics and improve their individual leadership skills. At the same time, companies will benefit from enhanced management knowledge and a new point of view on company issues from their employees.

WHU’s Open Enrollment Programs are designed for participants who would like to enhance their knowledge in a broad or specific field of management, e.g., general management, leadership, negotiations, finance, or general management in the sports business industry. Our Open Enrollment Programs are designed as part-time programs and perfectly fit into a professional schedule. Our portfolio

is constantly developing and our current programs evolve after every run taking into account the participants’ feedback on topics and teaching methodology.

Currently, WHU Executive Education offers the following Open Enrollment Programs: General Management Plus Program, Negotiations Program, Doing Business With India Program, WHU on Finance Program, CIO Leadership Excellence Program, Advanced Executive Program in Sports Business.

The key facts and the main advantages of the Executive Education Open Enrollment Programs are summarized below. On the next page, participants’ evaluations of the courses in the program are presented.



### KEY FACTS

- Broad program portfolio including general management, negotiations, finance, and leadership
- Certificate of attendance; ECTS credits may be awarded
- Possibility to continue with profession during program
- Duration of programs: 3 to 18 days



### EXCELLENT LEARNING CONDITIONS

- Small participant groups, carefully selected and diverse
- Integration of participants’ professional experience
- State-of-the-art facilities and technical infrastructure



### ACADEMIC EXCELLENCE

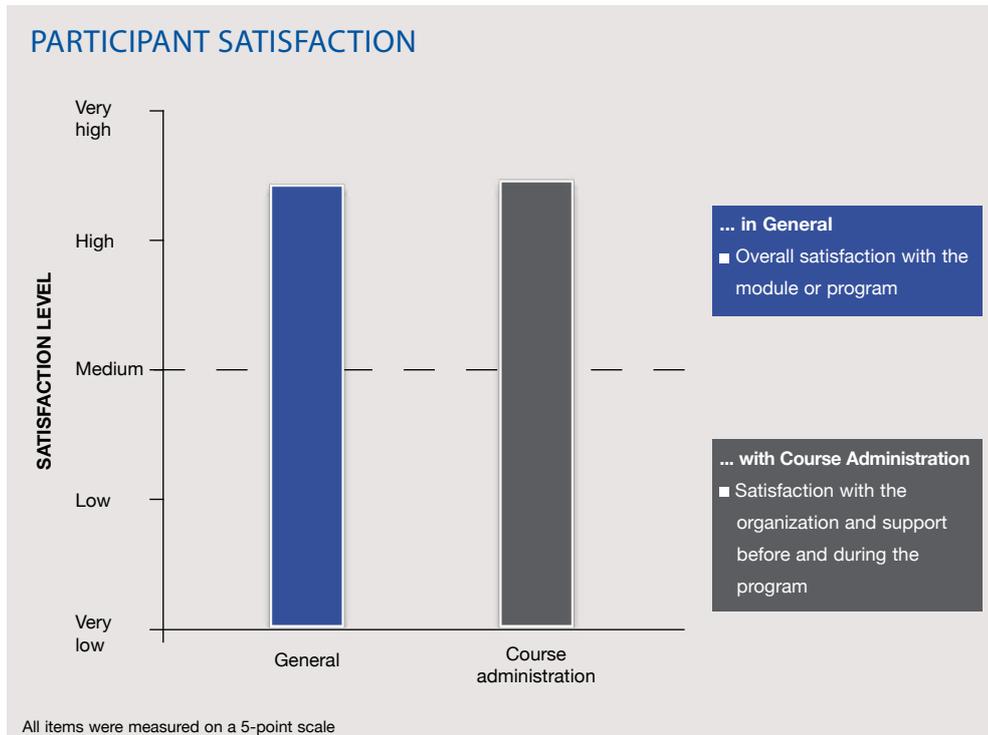
- Many years of experience in management education
- Renowned WHU and adjunct faculty members with extensive experience in executive education
- Multiple accreditations (AACSB, EQUIS, FIBAA)



### INTERNATIONAL EXPERIENCE

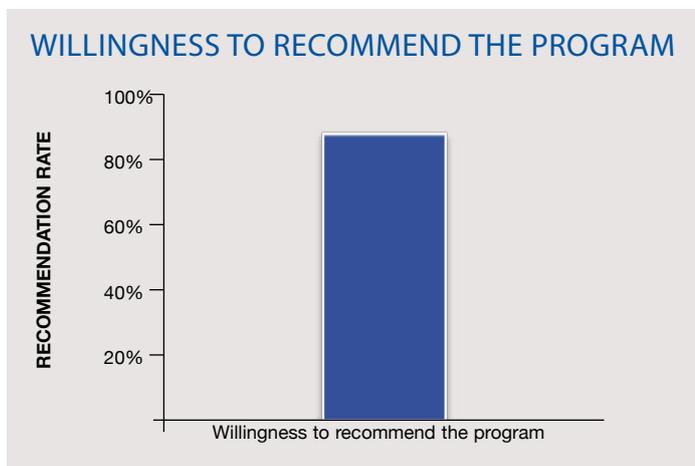
- Program language is English or German
- International participants
- Program modules abroad, e.g., in China, Sri Lanka, Cambodia, or India
- Programs benefit from WHU’s extensive network of international partner schools

# High Participant Satisfaction



The WHU Executive Education Open Enrollment Programs are evaluated on the two aspects general satisfaction with the module or program and satisfaction with the program organization and support. Overall, the participants are highly satisfied with both aspects of the Open Enrollment Programs.

“At first it seemed quite challenging to develop a deeper understanding of negotiation skills and techniques within only three days but thanks to the program I now feel a lot more confident in how to achieve the results I set out for.”



87% of our participants are willing to recommend the WHU Executive Education Open Enrollment Program to other managers. This result shows that the participants are highly satisfied with their courses and that they consider the program a valuable learning experience.

“Great program, great lecturers, great fellow students”

“It was interesting and great fun to listen to the lectures - not in order to prepare for an exam but in order to apply the essentials of management theory to the tasks that I am confronted with in so many circumstances today. It revealed reasons for mistakes I made in the past and gave good guidance for better processes and decision-making for future challenges.”



# Executive Education

## Customized Programs



WHU Executive Education

Thinking in New Directions

# Executive Education: Customized Programs

## Thinking in New Directions.

Globalization, a disruptive technological environment, and hypercompetitive markets impact companies in multiple ways. Management development can support companies in responding to today's global challenges in order to sustain competitive advantages.

WHU's Customized Programs are tailor-made for companies that would like to train their executives and managers in general management or specific management topics. Thus, they are designed to support and leverage the specific strategic goals of a company.

Each WHU Customized Program is as unique as our clients' needs, culture, and strategy. We work closely with our clients with regards to the design of a program in order to achieve an optimal fit to our clients' strategic objectives.

Moreover, both topics and methodology will be adjusted to the individual needs of program participants. This approach generates a measurable, relevant, and long-term learning experience.

The key facts and the main advantages of the Executive Education Customized Programs are summarized below. On the next page, participants' evaluations of the program are presented.



### KEY FACTS

- Broad range of topics including leadership, strategy, innovation, key account management, financial literacy, and digital transformation
- Close cooperation with the companies regarding the development, execution, and adaptation of the program as well as impact measurement



### EXCELLENT LEARNING CONDITIONS

- Contents and teaching methodology tailored to fit participants' needs
- Integration of client-specific case studies and examples
- Integration of participants' professional experience
- State-of-the-art facilities and technical infrastructure



### ACADEMIC EXCELLENCE

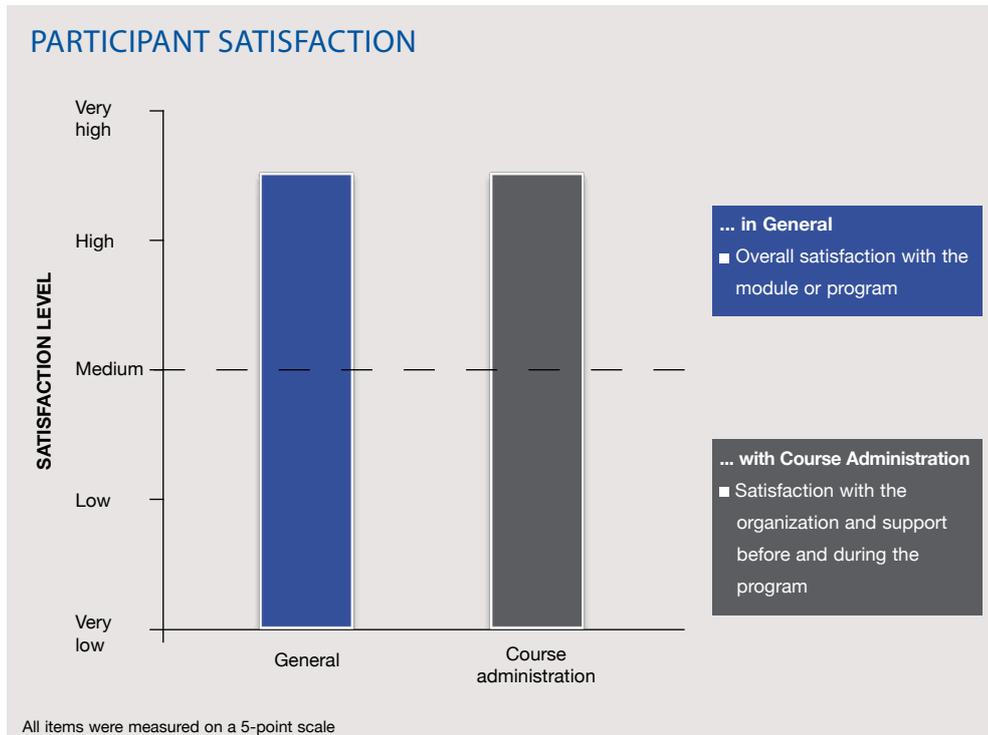
- Many years of experience in design and execution of customized programs
- Renowned WHU and adjunct faculty members with extensive experience in executive education
- Multiple accreditations (AACSB, EQUIS, FIBAA)
- EFMD Excellence in Practice Award



### INTERNATIONAL EXPERIENCE

- Program language is English or German
- International clients and international participants

# High Participant Satisfaction



WHU's Customized Programs are evaluated on the two aspects general satisfaction with the module or program and satisfaction with the program organization and support before and during the program. The results show that the participants are highly satisfied with both aspects.

*"Very helpful, friendly and attentive."*



*"All of the professors were amazing. They really love what they do [...]. They really tried to give us a great time, and they really seem to care."*

*"It was a fantastic program - enjoyed every moment. Significant learnings - very constructive positive experience. Thank you!"*





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