

Executive MBA (Bucharest)

WU

**EXECUTIVE
ACADEMY**



**14 months,
2 continents,
2 international
accreditations**



Meet the Academic Director

**Prof. Bodo B. Schlegelmilch, Ph.D., D.Litt.,
Dean, WU Executive Academy
Academic Director, Executive MBA (Bucharest)**



This Executive MBA, accredited by AMBA and EQUIS, is the globally oriented flagship program of the Vienna University of Economics and Business (WU Vienna), Europe's largest business university.

Irrespective of whether we teach in Vienna, Bucharest or elsewhere, we provide you with a challenging but nurturing environment, which enables you to acquire the tools necessary to fulfill your potential to become a world-class business leader. The program builds a deep understanding of core business subjects in all major functional areas, while emphasizing the skills and abilities needed to recognize and adapt to emerging trends and new technologies.

During 14 months and only 34 days off-the-job, you will study and work on projects in the U.S.A. and Austria before being awarded an international accredited MBA degree from WU Vienna

Interactive classes in Bucharest, supplemented by two residencies in Austria and the U.S.A. will expose participants to the latest management and business know-how.

The faculty of the Executive MBA (Bucharest) consists of renowned international professors and top executives. In addition to faculty members from WU Vienna, teaching is conducted by leading professors from North America and European academics, senior managers and policy makers.

The program provides managers and senior professionals with an opportunity to gain valuable work experience and to implement acquired techniques and skills in the workplace. After completing of the program, you will join a vast network of over 1,500 alumni working in diverse companies and institutions around the world.

We welcome your interest in our Executive MBA program and invite you to explore what this unique program can do for you and your career. An MBA is a serious investment in your future, and we are confident that this program will exceed your expectations.

A handwritten signature in blue ink, appearing to read 'Bodo B. Schlegelmilch'.

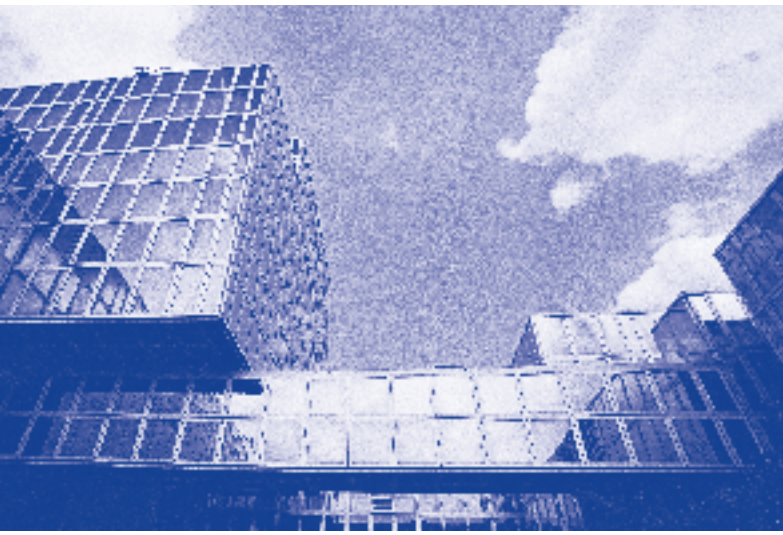
Prof. Bodo B. Schlegelmilch, Ph.D., D.Litt.



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WU is the largest Business University in Europe.

WU EXECUTIVE ACADEMY, VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

The WU Executive Academy is part of the Vienna University of Economics and Business (WU Vienna)

Our prestigious parent institution has earned its fine international reputation with over 100 years of consistent excellence in the field of management education. Today, the Vienna University of Economics and Business is Europe's largest business university.

The executive education portfolio of the WU Executive Academy includes MBA/MBL/LLM programs, university certificate programs, corporate programs and seminars. In recent years, it has become one of the leading providers in Central and Eastern Europe.

As part of the WU, the WU Executive Academy is EQUIS (European Quality Improvement System) accredited. EQUIS is an internationally recognized accreditation system offered by the European Foundation of Management. Moreover, the outstanding quality of the MBA programs has been recognized by AMBA (Association of MBAs) awarding its renowned global accreditation.

With this, the WU Executive Academy is one of only two business universities in the German-speaking world to meet the high quality standards of both accreditations.

Recent achievements of the WU Executive Academy:

- › Financial Times Business School Ranking (2009): # 34 in Europe
- › Financial Times Executive MBA Ranking (2009): 41 worldwide
- › Handelsblatt MBA Ranking (2006): Among the Top 50 MBAs worldwide
- › Industriemagazin MBA Ranking (2011): # 1 MBA in Austria

Each year as many as 800 MBA students, and over 2500 managers, experts and high potential study in our executive education programs. At present, residencies and programs are conducted in more than 15 countries on three continents.

Being part of the WU Vienna, the WU Executive Academy provides access to the expertise of some 400 faculty members and countless experts in over 200 partner universities worldwide. The knowledge we provide is of immediate practical relevance and is kept up-to-date through our scientific research activities.

The faculty of the WU Executive Academy consists of both, internationally renowned professors and top executives. Together, they provide the latest scientifically-based knowledge and in-depth views of state-of-the-art applications of management models.

Why Choose this MBA?

The decision to pursue an MBA program is a serious commitment. Therefore, it is essential to choose the right one.

INTERNATIONAL ACCREDITATIONS

WU Vienna belongs to the elite circle of MBA providers that are AMBA and EQUIS accredited. Moreover, WU Vienna is among a handful of universities in the German-speaking community that is included in the Financial Times ranking.

WORLD-CLASS FACULTY

Our multicultural faculty consists of both world-renowned professors and internationally acclaimed top executives. Besides WU Vienna, in recent years professors joined us from the Carlson School of Management (U.S.A.), Harvard Business School (U.S.A.), Thunderbird School of Global Management (U.S.A.) and Simon Fraser University (Canada) among others, providing the latest scientifically-based knowledge and a profound understanding of cutting-edge management tools.

TRULY INTERNATIONAL PROGRAM

The exclusive program setting, with cross-cultural teams, top faculty and international residencies to Austria and the U.S.A., reflects the reality of today's international business world.

WORLDWIDE ALUMNI NETWORK

As an Executive MBA graduate, you join a vast alumni network of the WU Executive Academy. Cross-cultural business relationships give alumni and their companies access to an extended global network and a set of exclusive alumni services.

DYNAMIC PEER GROUP

Carefully selected participants with diverse backgrounds and perspectives contribute to the quality of the program to the same extent that the faculty do. Creating new ideas, reflecting on one's current work and exchanging insights with like-minded international colleagues adds immeasurable value to the program.

FLEXIBLE FORMAT

The program structure of the Executive MBA is specifically designed to accommodate the needs of hard-working executives. The modular structure, with only few days off-the-job, allows managers to participate in a world-class MBA program whilst developing their individual careers.

ADDED VALUE FOR EMPLOYERS

Recruiting and retaining top talent is vital for truly forward-thinking companies. They understand that professional development is absolutely essential for top executives being groomed for positions of increased responsibility. The return on that investment? Executives who bring the full force of their knowledge and abilities to bear for their company's future success.

STATE-OF-THE-ART TECHNOLOGY

Participants in the program have access to "Learn@WU", one of the leading e-learning platforms with more than 100,000 e-learning materials and over 25,000 users. Moreover, students benefit from state-of-the-art, technology-based learning methods.



Prof. Arnold Schuh,
Dr. Wolfgang Ruttenstorfer,
Senior Lecturer Charles Caliendo

“It was a great pleasure for me to teach this group of executives on current challenges and strategies in the New Europe. This is a topic the participants instantly – or better instinctively – understood, namely searching for the competitiveness of European firms in general and Romanian firms in particular. And it demonstrates that not only CEE has been in a transition process but the whole of Europe. During our company visits they were very active discussants and impressed our hosts.”

Prof. Arnold Schuh

Director, Competence Center for CEE, WU Vienna, Austria
Professor, Economies in Transition

“By supporting this internationally successful Executive MBA of the WU Executive Academy we set a vital signal to support education and training for high potentials and executives in Romania, one of the new EU member states with strong economic growth. OMV as main shareholder of Petrom supports the development in Romania, certainly regarding economical aspects but also regarding surrounding factors such as education. Additionally to our increasing investments in training and development of Petrom employees we see a significant need to educate high potentials and executives especially as foreign investors increasingly want to use Romanian high-level personnel. The WU Executive Academy is an excellent partner to support high-level personnel development in global management competency, which will strengthen the local economy on a long term basis.”

Dr. Wolfgang Ruttenstorfer

CEO, OMV AG

“I enjoy teaching in the Executive MBA program for several reasons. The students are intellectually curious and ask the type of difficult, probing questions that generate good classroom discussion. In addition, because the students typically bring significant work experience to the class, I find that I can integrate academic theory with ‘real world’ practical experience. The result is a much richer and deeper learning experience which the students can use immediately at their jobs.”

Senior Lecturer Charles Caliendo

Carlson School of Management, Minneapolis, USA
Senior Lecturer, Financial Reporting

Cutting-Edge Curriculum

The modular structure of the Executive MBA with only 34 days off-the-job allows executives to participate in a world-class MBA program while following their individual professional careers.

INTERNATIONAL RESIDENCIES

The Executive MBA (Bucharest) curriculum extends well beyond the walls of the classroom. In two international residencies in the U.S.A. and Austria, participants have the exclusive opportunity to visit local companies, meeting top executives and interacting with world-renowned guest speakers.

U.S.A. Residency in Minneapolis

The WU Executive Academy has a close cooperation with the Carlson School of Management (CSOM) of the University of Minnesota, which is constantly ranked among the top 25 research universities in the U.S.A.. Besides modules taught at the CSOM, participants visit and get insights into large multinational companies such as 3M, General Mills, Target Corporation or Best Buy.

Austria Residency in Vienna

The last module of the program takes place in Vienna, at the venue of the WU Executive Academy in the MOYA

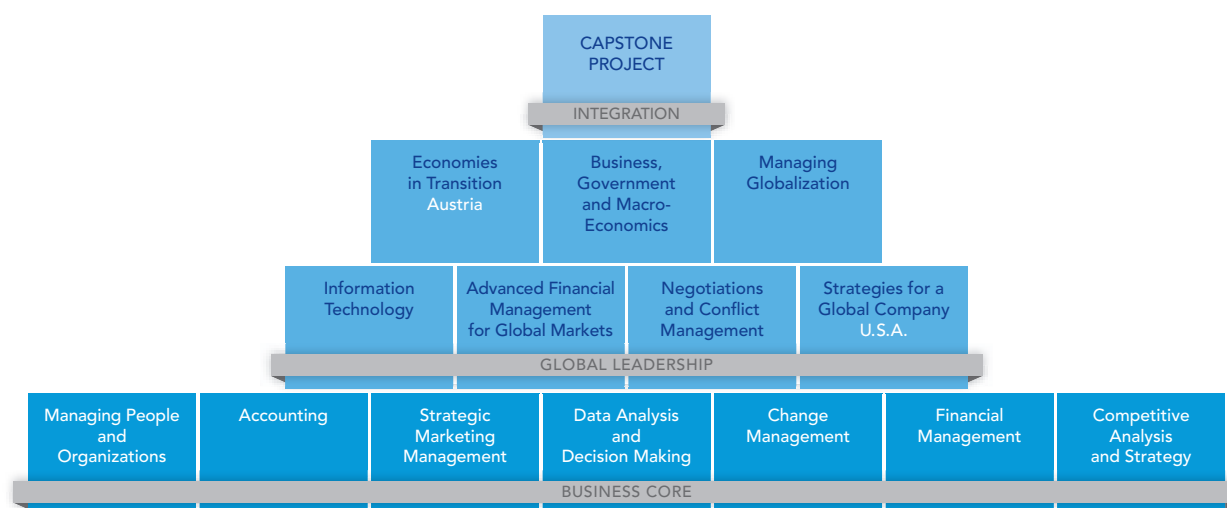
at Palais Schönborn, located in the very city centre. The residency also features visits at international companies such as the Henkel, Bank Austria or Erste Bank, which do have their CEE headquarters in Vienna.

The official graduation ceremony of the Executive MBA will also take place in Vienna at the end of the residency.

TWO-TIER STRUCTURE

The Executive MBA curriculum consists of a two-tier structure: Business Core and Global Leadership. The Business Core part provides in-depth know-how and a conceptual framework of general management to help participants share a common knowledge base.

The Global Leadership part combines a solid foundation in critical management practices with courses in essential skills for senior-level executives, such as Managing Globalization, Negotiation and Strategies for a Global Company.



Curriculum

MANAGING PEOPLE AND ORGANIZATIONS

This provides theories and frameworks for analyzing the behavior of individuals, groups and the organization itself. Students learn about decision making and how to develop action plans for effective people leadership in organizations. They learn about concepts and principles associated with the function of human resource management.

ACCOUNTING

This comprises measurement of economic performance and financial position, analysis of corporate financial reports and accounting data for use in management decisions. Students learn about transfer pricing, performance measurements, cost behavior, cost allocation, activity based costing and standard costs.

FINANCIAL MANAGEMENT

The theory and practice of finance from an analytical approach are taught. Students learn how to apply the basic financial concepts of risk, return and valuation to small businesses or corporations in changing financial markets.

DATA ANALYSIS & DECISION MAKING

The power and limitations of numerical data for decision making processes are discussed. Students learn about exploratory data analysis, basic inferential procedures, statistical process control, regression analysis, and decision models.

STRATEGIC MARKETING MANAGEMENT

Analytic perspectives, concepts and decision tools of marketing are taught with regards to offer, distribution channels, pricing and communication programs. Students learn how to develop and implement the most appropriate marketing mix to carry out a firm's strategy in its target markets.

CHANGE MANAGEMENT

This focuses on knowledge on change across organizational boundaries. Students learn about mergers & acquisitions, strategic alliances, partnerships, and 'extended enterprise' networks; synergies and collaboration across departments; network management and global connectivity; building a 'one enterprise' culture across borders and boundaries; managing the tensions between the organizational mainstream, its heritage and legacy systems, and innovations that depart from tradition.

COMPETITIVE ANALYSIS & STRATEGY

This comprises strategy definition of a company including competitive analysis, mission objectives, product-market choices and organizational characters as well as the allocation of resources to achieve organizational objectives and resolve conflicting shareholder interests. Students are given opportunities to develop skills in situational analysis and strategy development.

BUSINESS, GOVERNMENT AND MACROECONOMICS

This provides insights into the roles of government and business in society. Students learn about alternative systems of economics and political values as well as the social political, economic and cultural conflicts affecting the business sector.

MANAGING GLOBALIZATION

Students learn to develop international strategies for firms wishing to expand globally. Emphasis is placed on analyzing opportunities and the constraints in international decision-making and on operationalizing global strategies, including managing strategic alliances and networks.

ADVANCED FINANCIAL MANAGEMENT FOR GLOBAL MARKETS

This focuses on the application of advanced financial concepts for corporate financial decisions at the executive level. Students learn about the principles of investment, firm financing and global markets.

INFORMATION TECHNOLOGY MANAGEMENT

The focus lies on the management of information resources and technology, the exposure to various information technologies, the examination of their applications, the exploration of the competitive advantages associated with information technology and on organizational and managerial implications.

NEGOTIATIONS & CONFLICT MANAGEMENT

This course helps to identify the typical challenges and difficulties that have to be faced when negotiating. Students learn broad strategies for effectively managing these challenges and improving the skills required of an effective negotiator and conflict manager.

RESIDENCIES U.S.A., AUSTRIA

During the program students will complete two international residencies in the U.S.A. and Austria. These international residencies provide students with a deep understanding of global markets. Both residencies are led by top faculty and provide a unique opportunity to examine relevant issues in business and international economies. In addition, students meet with management of international business players and other Executive MBA students.

MODULE STRUCTURE

The Executive MBA consists of consecutive modules. Each module has a three-tier structure: Pre-Module, Core-Module and Post-Module. You will receive a grade for each module (including Pre- and Post-Module). The proportions may vary according to professor – for example: 20% Pre-Module, 50% Core-Module, 30% Post-Module.

PRE-MODULE

e-learning, 2 weeks

Preparation of topic

- › Readings
- › Case studies
- › Essays
- › Other

CORE-MODULE

in-class, 4 days

In-class time

- › Benchmarking sessions
- › Individual and group presentations
- › Individual and/or group case work
- › Breakout sessions
- › Case discussions
- › Lecture sessions
- › Other

POST-MODULE

e-learning, 2 weeks

Application of newly gained knowledge

- › Evaluation of theories
- › Case studies
- › Papers and assignments
- › Other

Work with the Best

The faculty members are the heart of all our programs. They bring fresh perspectives and new ideas to all facets of the business world. They share a passion for knowledge development and constantly encourage their students to strive for higher standards.

Our Executive MBA faculty comprises some of the finest business minds in the world, drawn from an expert pool of professors from the WU Vienna and prestigious partner universities around the globe.

Our faculty members are leaders in current business research and their latest findings are published in leading international journals.

Their combined experience and international expertise enables the faculty to present an integrated, global management perspective emphasizing the application of theory to practice.

FACULTY (SELECTION*)

Teaching Fellow Stephan Sonnenberg

Stanford Law School, U.S.A.

Negotiations & Conflict Management

Prof. Graeme Rankine

Thunderbird School of Global Management, U.S.A.

Financial Management

Prof. Chuck Kwok

University of South-Carolina, U.S.A.

Advanced Financial Management

Prof. Arnold Schuh

WU Vienna, Austria

Economies in Transition

Prof. Charles Caliendo

Carlson School of Management, Minneapolis, U.S.A.

Accounting

Prof. Leyland Pitt

Fraser University, Canada

Strategic Marketing Management

Prof. David Sluss

University of South-Carolina, U.S.A.

Managing People and Organizations

Prof. Alois Geyer

Vienna University of Economics and Business, Austria

Data Analysis and Decision Making

Prof. Stephen Hayne

Colorado State University, U.S.A.

Information Technology Management

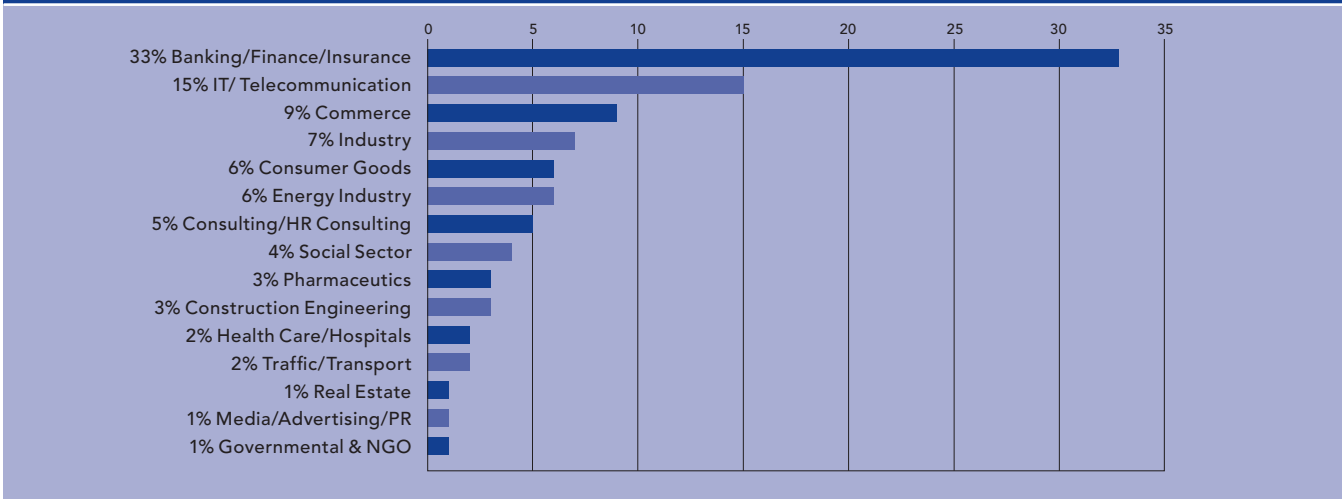
DISTINGUISHED GUEST SPEAKERS

Top managers from some of the world's most successful companies and organizations enrich our Executive MBA with their valuable insights.

Student Profiles



AVERAGE CLASS PROFILE BY INDUSTRY IN %



AVERAGE CLASS PROFILE BY FIELD OF OPERATION IN %

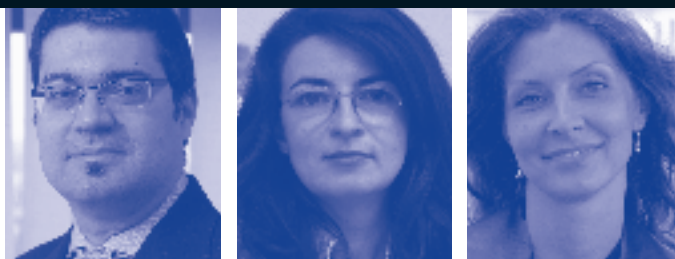


AVERAGE CLASS PROFILE

- › **Age:** 35 Years
- › **Working Experience:** 11 Years
- › **Management Experience:** 6 Years
- › **Female/Male:** 35%/65%
- › **Class Size:** 30–35 Participants

Alumni Voices

Vlad Micu, MBA
Lacramioara Diaconu, MBA
Tereza Tranaka, MBA



"The Executive MBA (Bucharest) offered by the WU Executive Academy is the most intense learning experience I have ever encountered. Beyond the academic perspective, it is the quality of the people – professors, specialists and students – that turns this MBA program into a success story. I feel much better equipped for what lies ahead in my professional life, thus urging me to reassess my objectives and set new priorities. The true challenge will be to apply this knowledge in the future and make a difference."

Vlad Micu, MBA, Executive Director – Head of SME Banking at Bancpost SA, a member of Eurobank EFG Group
Executive MBA (Bucharest) Alumnus

"In the oil and gas industry, integration makes the difference between the players due to its value creation power. The WU Executive MBA has offered me a similar valuable opportunity: integration as basis for future career development. I could integrate and enhance my existing knowledge within the well-structured and comprehensive content of the program, a valuable integrated contribution of outstanding professors both academics and practitioners. The integration of 30 bright professionals coming from all areas of business has contributed to the development of the communication and leadership skills of each and every one of us."

Lacramioara Diaconu, MBA, Director, Power Division at Petrom
Executive MBA (Bucharest) Alumna

"My 14 months at the Executive MBA program were really special and have shaped me into a better professional. This is an MBA for top executives that goes beyond theory deep into the very practical aspects of the job, which I found very useful. It's not another high-ranked diploma on my wall, but rather a wealth of knowledge that I can actually apply in the business world. I enjoyed the teachers' practical teaching method, focused on real-life scenarios and case studies, as well as the integration of the lecture with current events. The learning was extremely valuable and offered me a full perspective on what successful businesses entail. The EMBA Bucharest provided me with the knowledge, and tools for me to be a better manager and leader, and enabled me to have a broader vision of the global marketplace. Last but not least, it gave me an opportunity to interact, exchange ideas and learn from some of the brightest minds and best professionals in Romania, my classmates. I highly recommend this program, which is by far the best one in Romania, if not the region."

Tereza Tranaka, MBA, Managing Partner of Oxygen PR
Executive MBA (Bucharest) Alumna

Support Services



Making your life easier; because we are well aware of the many responsibilities faced by our hard-working MBA students, we place special emphasis on handling as many administrative details as possible on your behalf.

OUR SERVICES

- › Registration procedures at the university
- › Textbooks and class materials are provided in the classroom
- › Customized online collaborative tools to facilitate group assignments, faculty communication and student interaction anywhere in the world
- › Access to all university student services (library, internet access, etc.)
- › Coffee breaks during the modules

E-LEARNING ENVIRONMENT

The WU Vienna is also at the forefront when comes to the application of cutting-edge technologies to enhance our unique learning experience.

Our state-of-the-art e-learning platform ,Learn@WU' is one of the largest in the world, featuring over 100,000 e-learning materials and more than 25,000 users. Within this platform, a customized virtual classroom is provided exclusively to our MBA participants to facilitate all pre- and post-module assignments.

CAREER RESOURCES

This Executive MBA offers numerous benefits for students and alumni. For further details, please refer to page 16, "Post-Graduation Benefits".

Post-Graduation Benefits



YOUR ALUMNI NETWORK

Our globe-spanning alumni network is the perfect foundation to establish both long-lasting professional and personal relationships. During your studies, you enjoy different opportunities to connect with other business leaders inside and outside the classroom. These connections reach far beyond graduation. As an Executive MBA graduate, you become part of this exclusive network.

ALUMNI BENEFITS

As alumni you enjoy continued exclusive benefits:

- › Alumni events help you to establish, maintain and deepen personal and professional ties with other senior international executives from varying professional backgrounds.
- › Preferential access to national and international career opportunities.
- › Invitations to panel discussions, conferences, guest speaker events, seminars and other lifelong learning activities.
- › And many more

COMPANIES RECRUITING FROM THE VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS

Accenture, Austrian Airlines, BMW, Böhler-Uddeholm, Booz & Company, Coca-Cola, Colgate-Palmolive, Danone, Deloitte, Economist, Egon Zehnder, Electrolux, Emerson, Estee Lauder, Henkel, HP, IBM, IKEA, Johnson & Johnson, JP Morgan Chase, KPMG, MAN, McDonald's, McKinsey & Company, Microsoft, Mondi, Morgan Stanley, Nike, OMV, Pfizer, PricewaterhouseCoopers, Procter & Gamble, Raiffeisen Zentralbank, Red Bull, Rockwell Automation Power, Samsung, Siemens, The Boston Consulting Group, Unilever, Telefonica, T-Systems, Verbund, Western Union and many more.

Application and Admission



APPLICATION REQUIREMENTS

To apply for the Executive MBA (Bucharest), you must meet the following requirements:

- › Undergraduate degree, equivalent to a bachelor's degree
- › Minimum of five years of relevant work experience
- › Proficiency in written and spoken English
- › Completed application forms
- › Curriculum Vitae
- › 2 Letters of recommendation

Each Executive MBA participant is expected to have a personal computer and to be familiar with MS Office software.

ADMISSION CRITERIA – WHAT WE LOOK FOR

Student diversity is essential to the quality of the Executive MBA Program. We select all our MBA participants with great care, considering cultural and academic background, skills and work experience.

Among our criteria are:

- › Solid career progression
- › Management and leadership skills
- › Ability to commit to a challenging program
- › Interpersonal and communication skills
- › A clear career vision
- › Ambition and drive

ADMISSION DEADLINE

Since the program often fills to capacity, please submit your application as early as possible. Qualified applicants are admitted on a rolling basis. A non-refundable deposit of 10% of the tuition fee is payable upon confirmation of admission, to reserve your place on the program.

APPLICATION CHECKLIST

Complete application form:

(Download at www.executiveacademy.at/emba_buc)

- Official transcript of university grades and high school diploma
- Curriculum Vitae
- Recent digital photograph
- 2 Letters of recommendation
- Company and/or Sponsor Letter (where applicable)
- Clear copy of valid passport
- Application fee (EUR 200.–) payable upon submission of application

ADMISSION

Completed Application →

Admission Decision →

Admission Interview →

Admission Decision →

Admitted →

› Admission Denied

› Admission Denied
› Waitlisted
› Future Potential

Radu Bragarea, MBA
Cristina Varzaru, MBA
Burak Yildiran, MBA



"It is difficult to mention only one benefit...The program strenghtend and expanded my knowledge and skills in all areas of business. I now have a profound understanding of the major influencing factors of a company. At the same time I learned how the global economy works and how to govern a multinational company."

Radu Bragarea, MBA, General Manager, Pension Company at Eureka Romania
Executive MBA (Bucharest) Alumnus

"The improvement of my professional competencies and personal aptitudes, especially on the relationship, communication and networking side, considered essential attributes for managing teams, represents a valuable personal gain from the WU EMBA courses attended. The focus on leadership and the complex management concepts discussed throughout the program have been very useful for the development of my managerial skills and also the positive attitude for pursuing success."

Cristina Varzaru, MBA, Head of of ALM at Erste Bank Serbia
Executive MBA (Bucharest) Alumna

"The Executive MBA (Bucharest) provided me with a more in-depth knowledge of the various management functions that make up an organization, with applicable and practical solutions to everyday work problems. The program has professors from the world's finest universities and a fast-track executive-level learning environment, while its flexibility allows for top level managers to integrate it into their demanding schedules. In today's competitive climate, the management and decision-making skills gained through an MBA program are invaluable and the WU Executive MBA is simply the best choice in Romania."

Burak Yildiran, MBA, Deputy General Manager, Garanti Bank
Executive MBA (Bucharest) Alumnus

Find out More



FINANCING OPTIONS

The WU Executive Academy is committed to helping dedicated and deserving students meet their educational and career goals by offering financing options and scholarships.

Education Financing

The program fee is significant, and candidates should plan carefully. Since the primary responsibility for financial educational costs rests with the candidate, candidates are encouraged to investigate sources of financial assistance. Occasionally assistance may be obtained from international institutions such as private fellowships and company foundations. The web offers also free-of-charge grant search services at www.fastweb.com, www.salliemae.com and www.srnexpress.com

Scholarships

The WU Executive Academy offers several focused and merit-based MBA scholarships throughout the year to encourage academic excellence and leadership qualities. These scholarships are awarded to applicants who can prove a track record of outstanding achievements. Further information on scholarships, application processes and deadlines are available on our website.

Individual Corporate Sponsorship

Companies frequently provide financial support or educational leave to their employees when it comes to continuing education. We are happy to support you in preparing a tailored proposal for your employer for sponsorship of the Executive MBA program, and look forward to presenting the program to your employer.

For more information, refer to our website:
www.executiveacademy.at/financing

COME MEET US

The decision to pursue the Executive MBA program is a real commitment. To support you, we provide numerous opportunities to find out more about the program and meet faculty members, alumni, students and staff giving you valuable insights and answers to questions you might have.

Open Day

The best way to assess the quality of an MBA program is to make first-hand experience. Hence, the WU Executive Academy offers prospective students the unique chance to participate in selected MBA modules and exchange with current MBA students and faculty members. Please contact us for an individual arrangement.

MBA Fairs

The WU Executive Academy regularly presents its MBA portfolio at internationally renowned MBA fairs.

MBA Info-Sessions

Throughout the year, the WU Executive Academy holds MBA Info-Sessions on a regular basis. During the session, faculty members, alumni and program managers provide you with in-depth information on the specific characteristics of our MBA programs and look forward to answering your individual questions.

For details visit our website:
www.executiveacademy.at/fairs



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WU

EXECUTIVE ACADEMY



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