



AACSB Accredited

MBA IN LIFE SCIENCES



UNIVERSITEIT MAASTRICHT,
GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT AND

UNIVERSITE DE LIEGE,
ECOLE D'ADMINISTRATION DES AFFAIRES

Graduate School Of International Management

The Graduate School of International Management (GSIM) is the business school of the AACSB accredited Faculty of Economics & Business Administration, Universiteit Maastricht. GSIM offers MBA programs, postgraduate programs, executive educational programs, short training programs and open enrolment programs for regional, national and international companies, organizations, executives, managers and students in a European blended, highly international academic environment with distinguished faculty on an urban campus in the centre of Maastricht. We call this *The Maastricht Approach*.

The Faculty of Economics & Business Administration (FEBA) is highly regarded in Europe for its teaching and research. For several years, a number of national surveys have ranked consistently Universiteit Maastricht and more specifically, the FEBA as the best in terms of education and research. Enrolment in areas such as International Business is continuously over-subscribed. The current number of students is approximately 4.000, almost one third of which comes from abroad.

Maastricht Economic Research Institute on Innovation and Technology (MERIT) was established in 1988 by Universiteit Maastricht as a research institute of the Faculty of Economics & Business Administration for theoretical as well as for applied and policy-oriented research. MERIT investigates the mechanisms governing the development and diffusion of technological innovations, emphasizing the social, political, and economic foundations of technological change. Total staff, including PhD research fellows, is about 55. MERIT's research activities are divided into three broad themes: the macroeconomics of technology, growth and development, the microeconomics of technology and industrial dynamics, and strategy, logistics and innovation management.

In Maastricht Randwijk the Biotechno Trade Centre (BTC) will be located, which creates a European trade platform in biotechnology and life sciences. The Trade Centre functions

as a business centre and a showplace of the industry and will allow companies to exhibit biotechnological achievements and strengthen co-operation within the industry and knowledge institutions.

Universiteit Maastricht

Founded in 1976, Universiteit Maastricht is the youngest university in the Netherlands.

An important aspect of the university's profile is its strong international orientation. This profile appeals to students not only from the Netherlands, but increasingly to foreign students as well. Compared to other universities in the Netherlands, Maastricht has the highest proportion of international students from all corners of the globe. The university has around 11.000 students with some 2.000 of them being international. Of the current intake more than one out of three students is foreign.

Universiteit Maastricht is a leader in innovation in education, continuously striving towards the highest quality in teaching, research and social service. It is an internationally oriented institution, not only in the quality of education and research, but also in the content of the programs and the nature of its academic and social life. Furthermore, the university makes a significant contribution to the economic, social and cultural development of its attractive region.

Universiteit Maastricht has a large variety of Faculties: the Faculty of Economics & Business Administration; the Faculty of Medicine; the Faculty of Health Sciences; the Faculty of Psychology; the Faculty of Law; the Faculty of General Sciences; and the Faculty of Arts & Culture. The seven faculties are among the best in their respective fields.

RWTH Aachen

The Faculty of Economics of RWTH Aachen also contributes to the program.

Ecole d'Administration des Affaires

The Ecole d'Administration des Affaires (EAA) is the business school of the University of Liège. EAA offers several degrees: Bachelor in Business Administration, Master in Business Administration and postgraduate programs as the Master in Entrepreneurship, the Master in Business of Development or the PhD in Business Administration. On the international side, the Ecole d'Administration des Affaires is involved in various European programs together with higher education institutions in Maastricht, Aachen and Luxembourg. Currently, the school enrolls about 900 students in its programs.

Affiliated to the EAA is the *Research Center for the Management of Bio-industries* (CRGB) which is responsible for the MBA in Life Sciences. The CRGB has the mission to develop scientific and strategic knowledge on the management of biotechnological companies and on the dynamics of bio-industries activities clustering. Therefore the CRGB will build and provide tools to assist managers and economics agents of the sector in their decision-making process and in the management of their development. The main activities of CRGB: research, services and education & training.

Université de Liège

Founded in 1817, the University of Liège is the only public community-sponsored university in the French-speaking part of Belgium, which offers a complete range of university courses at undergraduate and post-graduate level. It is divided into eight faculties: Philosophy and Letters; Law and School of Criminology; Sciences;

Medicine; Applied Sciences; Veterinary Medicine; Psychology and Educational Sciences; Economics, Management and Social Sciences. Its staff comprises 3,300 employees, including 2,400 faculty members (involved in teaching and research) and 800 administrative and technical support staff. 18% of its 14,000 students come from 70 different countries.

The Faculty of Philosophy and Letters, the Administrative Services and the Main Library are located in the centre of Liège. The rest of the university has been transferred, over the last 40 years, to the Domaine du Sart Tilman, including the University Medical Centre (CHU) and several extra-mural research centres. Famous for its natural and architectural beauty, the Sart Tilman is a large wooded area (1,820 acres) located five miles south of the city.

A number of prestigious names have been associated with the history of research at the University. The quality and originality of the research work (pure and applied) have met with international recognition, especially in fields such as space research and aeronautics, astronomy, neurology, microbiology and the various branches of biotechnology. Research programs in the field of life sciences are the fruit of a long tradition of excellence in biological research (Theodore Schwann, Edouard Van Beneden). Today nearly 500 researchers in some 30 different scientific teams are developing high-tech programs in life sciences in both fundamental and applied domains. The University now hosts an ambitious genomics and proteomics cluster, the GIGA that puts together research labs and companies in a single location. Furthermore, synergies between scientific and industrial milieus are structured within an association, Bioliège, which is one of the first technological poles created by the University of Liège. Bioliège is a permanent showcase demonstrating the possibilities and applications of modern biotechnologies in Liège. It is also a privileged interlocutor for investors who wish to set up a biotechnology company and benefit from the exceptional environment the Liège region offers in this perspective.



MBA IN LIFE SCIENCES

Program Description

The MBA program in Life Sciences is a joint initiative of Universiteit Maastricht, Graduate School of International Management and Université de Liège, Ecole d'Administration des Affaires.

The MBA program in Life Sciences is a specialised part time 18-month MBA program designed for managers and future managers with at least three years of solid working experience in the pharmaceutical or biotechnology/life sciences environment and an academic or higher education background (including engineering, technical, scientific background) who want to deepen and broaden their insights in business, management and the life sciences industry. The program will have an academic as well as practical case-oriented approach and a strong focus on business economics and business administration.

The program starts in September 2003. In principle, the class sessions will take place twice a month on Fridays and Saturdays. There will be no class sessions in August. In case the class sessions take place on a different day, the participants will be consulted. The class sessions on Fridays are from 13.00 – 16.00 hrs and from 17.00 – 20.00 hrs and on the Saturdays from 09.00 – 12.00 hrs and from 13.00 – 16.00 hrs. The language of instruction is English. The location of the courses will be Maastricht and Liège.

Dates and time of the class sessions

Friday	Saturday
	09.00 - 12.00 hrs
13.00 - 16.00 hrs	13.00 - 16.00 hrs
17.00 - 20.00 hrs	

Per intake we will admit a maximum of 48 participants.

The program will start with an *Intensive Workout* of three consecutive days, introducing the key-focus of the program and starting with team-assignments to assist the participants to get to know one another better and to be able to benefit from joined strengths.

At the end of the first year in May, a *Brain Camp* of three days will be organized to bring together the learning of the participants in a theme-based conference on life sciences.

At the start of the second year, a full weekend will be spent on how to do the required project, providing guidelines and sharing experiences.

In an Euregional perspective, the program contributes to:

- The creation of human capital resources in the life science industry.
- Increased cooperation between business and universities.
- The creation of a network of managers, which should facilitate collaborations between companies in and outside the Euregion.

After successful completion of the program the participants will receive the joint MBA degree (Master of Business Administration) in Life Sciences from the Universiteit Maastricht, Graduate School of International Management and the Université de Liège, Ecole d'Administration des Affaires.

Curriculum Structure

Program Design

The program consists of three main blocks of courses: Core, Advanced and Concentration Courses. The Core Courses deal with typical management focus subjects and management functions. The Advanced Courses look at specific management issues and subjects applied in the context of the life sciences industry. In the

Concentration Courses, specific life sciences subjects will be dealt with, focusing on the different aspects in the field of life sciences. Next the participants will have to work on a final project. This project can be in the format of a business plan, case analysis or otherwise, demonstrating sufficient management insights and competencies for the life sciences industry.

The pedagogical approach is centred on the applicability of managerial concepts to practical issues. It starts with the exposition of relevant theory for the issues, with numerous examples taken from the field of life sciences. Each course will be illustrated by the intervention of a business expert in the pharmaceutical or biotechnology sector and its material will be applied through an integrative case study developed in the life sciences industry.

Leadership Series

During the first ten blocks of the Core, Advanced and Concentration Courses, sessions will be allocated for offering subjects from the Leadership Series in the form of a guest lecture, seminar or workshop. The objective of the Leadership Series is to provide the participants with a broader and more focussed insight of the quality, diversity and importance of leadership skills and competencies in combination with the equally important communication skills. The topics related to an adequate fit for the life sciences industry may be: Decision-Making, Business Communication, Creativity, Presentation Techniques, Coaching, Leadership and Judgement, Office Politics, Organizational Learning, Crisis Management, Cross-cultural Communication, Team Building and many more.

Core Courses

- Cases in Corporate Finance
- Strategic Management
- Marketing
- Information Management & Control
- Process, Operations & Logistics
- International Management
- Organizational Behaviour & HRM
- Infonomics
- International Business Economics
- Political Economy

Advanced Courses with application and illustrations in the Life Sciences industry

- Advanced Corporate Finance
- Venture Capital
- Intellectual Property Rights
- Entrepreneurship
- Knowledge Management
- E-Business

Concentration Courses in Life Sciences

- Quality Management & Regulations in Life Sciences
- Business Strategies
- Ethical Aspects of Life Sciences
- Technology, Project & Innovation Management

Final Project

Furthermore, students have the opportunity to participate in the Dynamic Learning Environment. The Dynamic Learning Environment allows the student to compensate a course by active participation in and contribution to a faculty research project with a learning objective. This project includes virtual teaming and Internet desk research and may last 4 to 6 weeks. The content and timeframe of these projects depend on the faculty research projects available.

Competence Centre in Management & Life Sciences:

- Platform for faculty, experts and executives.
- Development centre for tailored & customized courses and short programs.
- Centre for applied research, case development and consultancy
- Membership based.

Program Faculty

The faculty for this program consists of dedicated professors from the Faculty of Economics & Business Administration, Universiteit Maastricht, professors from Université de Liège, Ecole d'Administration des Affaires, visiting professors and business experts. Furthermore, regularly guest speakers from national and international organizations and institutions in the



field of pharmaceutical industry, biotechnology or life sciences will be invited to add quality and expertise to the program.

Application Criteria

Our objective is to admit motivated candidates who have a solid background in biotechnology, life sciences or the pharmaceutical industry and want to expand their business and management knowledge and expertise. To be considered for a place in the program, candidates must complete, sign and return the application forms enclosing the copies of degrees and transcripts, the application essay, the GMAT score report, two passport photos, letters of recommendation, proof of English proficiency and the non-refundable application fee of € 150,-. The application forms need to be sent to GSIM.

Copies of degrees and transcripts

All applicants must submit certified copies of university degrees or higher education degrees and the academic transcripts of grades. If the originals are not in English, then they must be accompanied by a certified English translation.

The essay

The objective of the essay is for the candidate to correspond to GSIM in a creative and personal way the motives for wanting to study in the MBA program and to distinguish oneself as an applicant.

Graduate Management Admission Test (GMAT)

The GMAT test is a compulsory part of the application procedure. There are no exemptions regardless of experience or educational background. The outcome of the GMAT will be used as a diagnostic tool to establish your learning strengths. We strongly recommend that you prepare thoroughly for this test. For detailed information on the GMAT please visit www.gmat.org. The GMAT code for GSIM is 7102 and we are listed as Universiteit Maastricht, Graduate School of International Management.

Letters of recommendation

The letters of recommendation should be from people who can accurately comment

on your management and leadership potential and who are in a position to comment on your suitability for entering the MBA Program. The referees should return the letters of recommendation in a sealed envelop either to you or directly to GSIM. Recommendations should be original and current.

Proof of English Proficiency

Proficiency in speaking, reading and writing English is essential, since the entire program (lectures, class discussions, examinations and assignments, etc.) is conducted in the English language. Thus applicants whose native language is not English and who have not graduated with a degree from an English speaking university are strongly advised to take the Test of English as a Foreign Language (TOEFL) or the International English Language Test (IELTS). The outcome of the test may form a part of the intake interview. For detailed information on the TOEFL please visit www.toefl.org. The TOEFL code for GSIM is 7102 and we are listed as Universiteit Maastricht, Graduate School of International Management.

Application fee

An application fee of € 150,- must accompany the application for the MBA Program. The application fee can be paid by personal cheque, postal or travellers' cheque, or by cashiers cheque made payable to the Graduate School of International Management or the application fee can be transferred to the GSIM bank account number 941686957 (SNS Bank SWIFT code SNSBNL2A) on the name of GSIM, Universiteit Maastricht under reference of "Application fee MBA Life Sciences" and the starting date of the program. Please note that the application fee is non-refundable and we are unable to consider requests to waive this.

Interview

An interview with a candidate might be conducted after submission of the complete and signed application pack. Applicants, who are selected for an interview, will be invited to attend a personal interview with members of the Admissions Committee. Interviews will take place at GSIM in Maastricht or at Université de Liège.

Admission Process

Applications for admission are processed on a continuous basis in order of receipt. Upon receipt of the complete application pack we will confirm receipt of the application.

The Admissions Committee reviews the applications and will communicate the decision in writing. There are three options:

- An unconditional confirmed place in the program for the year of entry applied.
- A conditional place subject to further English language training, improved GMAT score or other condition.
- Notice that your application has been rejected.

Financial Matters

The tuition fee of the MBA program in Life Sciences amounts to € 24.000,-. This fee excludes the costs for books and study materials (approx. € 1.000,-), travel fees, costs for accommodation and other incidental costs. The tuition fee has to be paid in full to the Graduate School of International Management before the start of the program.

Deferrals

Request to defer the application to the next program can only be made by an applicant who has been offered a place. The Admissions Committee will not consider requests for deferred entry for more than one year; applicants should then reapply. If you intend to reapply, you must complete a new application form and send it in with the current application fee.

Facilities And Services

The participants of the program can make use of the university facilities of both partners. These facilities include the use of computer rooms, library, copy shops, restaurant, etc.

Universiteit Maastricht Library

The University Library supports education and research at Universiteit Maastricht in the field of scientific information, whether printed or electronic. The library also provides services

to, amongst others, the Academic Hospital Maastricht, the 'Vijverdal' regional psycho-medical centre and colleges of further education in Limburg. A special feature of the University Library is the so-called 'Studielandschappen': the Learning and Research Centres. The Learning and Research Centres consist of several reading rooms, suitable for individual or group study (small and large rooms, with or without computers, study cells and audio-visual units), and offer an extensive collection educational tools which are used in the faculty curriculum (books, video tapes, computers with access to databases, programs and faculty databases).

Computer Facilities Universiteit Maastricht

The computer facilities include the Learning and Research Centre with 282 state-of-the-art computers and a specialised ICT service counter. Furthermore the Learning and Research Centre also provides 61 laptop plug-in workspaces and several workspaces for disabled people.

Libraries of the University of Liège

The University of Liège has an extremely rich and diverse library service for the use of staff and students. There are research libraries attached to the faculties, departments and other institutions. 23 libraries are disseminated between the University part in the city centre of Liège and the Domaine du Sart Tilman. Most of the libraries are at the Domaine du Sart Tilman. There, the most important collections of books are located in the library of Law and Economics and in the library of Medicine linked to the University hospital. Documents concerning psychology, veterinary and applied sciences can be found in the libraries connected to these departments. For sciences many departmental libraries have small research collections. Such is the case for the Botany, Geography and Mathematic departments.

Computer facilities of the University of Liège

The University has a complete range of computing facilities available for research and educational purposes. Computer rooms are disseminated in the different departments. Softwares installed within a Windows environment include Microsoft Office and access to the Internet.



The City Of Maastricht



Maastricht, located in the southern province of Limburg, is one of the oldest and most attractive cities in the Netherlands. It has a wealth of historic buildings, with an exiting mix of art galleries, antique shops, restaurants, hotels, cafes and of course the university institutes.



As the southernmost city of the Netherlands, Maastricht is located at the crossroads of European cultures, languages and trade routes. As a foreign visitor, the international character of the city easily makes you feel at home. Many tourists visit Maastricht to go shopping or to taste the Burgundy atmosphere. With around 150.000 inhabitants Maastricht is rather a small city, but it is usually buzzing with people day and night.



In 1991, Maastricht gained international recognition as the host of the European Summit where the Treaty of Maastricht was signed as the formal foundation of the European Monetary Union and the Euro as the currency.

Foreign influences and traditional cultural exchanges have left Maastricht with a distinct international atmosphere. More than 60 multi-national companies have chosen Limburg as a site for their European subsidiaries. Maastricht is also home to several renowned international institutions.

The City Of Liege



Liège is a large Walloon metropolis and the third largest city in Belgium. There are 200.000 inhabitants (620.000 in the urban area, including the suburbs, and one million in the province). Liège is a motorway interchange, an obligatory route to the Netherlands, Germany and all of central Europe. It has the third largest river port in Europe, linked to the maritime ports of Antwerp and Rotterdam. The arrival of the HST's (high-speed trains) puts Liège in the centre of the railway axis Paris-Brussels-Berlin. The airport at Bierset is an international freight centre in full expansion.

A tourist city, a city of hospitality, a passageway at the intersection of three borders,

Liège is a cosmopolitan metropolis, as attested to by the composition of its population.

Liège is proud of its reputation as a warm and welcoming city. Neither too small nor too large, it offers all the advantages of a real city, but remains on a human scale. The city centre is very commercial, with a multitude of shops, restaurants, cafés and brasseries, for all tastes and budgets.

Cultural life in Liège is particularly rich; there are about ten theatres, the Royal Opera of Wallonia, a Symphony Orchestra, some 30 cinemas (among them, avant-garde cinemas), dozens of art galleries, museums, as well as many public libraries and other cultural associations.

Contact Details

Graduate School of International Management
Faculty of Economics & Business Administration
Universiteit Maastricht
P.O. Box 616
6200 MD MAASTRICHT
The Netherlands

T +31 (0)43 388 49 39
F +31 (0)43 388 49 70
E-mail
mba@gsim.unimaas.nl
Internet
www.gsim.nl

Research Center for the Management of
Bio-industries
University of Liège
Institut de Mathématique, B37
Grande Traverse 12
4000 Liège
Belgium

T +32 (0)4 366 95 76
F +32 (0)4 366 47 67
Email
d.schmetz@ulg.ac.be
Internet
www.eaa.egss.ulg.ac.be or www.crgb.be