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### Letter from the Dean

The School of Business and Economics in Münster stands for tradition, top research, and superior, practice-oriented degree programs which open doors and create excellent career opportunities for graduates. With 5,000 students studying business, economics, and information systems, the school is not only one of the most prestigious schools in Germany, but also one of the largest. Graduates enjoy the excellent reputation of their degree worldwide in both the business and academic communities. Large and medium-sized businesses cooperate with individual departments and institutes, guaranteeing an ideal education made up of both theory and practice. Yet it is not only the strong, appli-

cation-oriented education that creates such high demand for our alumni. What really characterizes the school's superior education is its internationally focused research; its cooperation with numerous universities abroad; the opportunities it offers to specialize; and the integration of business, economics, and information systems in one school. Our theory-based, practice-oriented programs alone would not necessarily prepare alumni to shine, but through workshops, supervised teamwork, and project-oriented internships incorporated into the existing programs, students also develop outstanding communication and interpersonal skills. Thanks to the wide range of courses

offered, students may also choose a specialization within a traditional business or economics field of study. Our school's personal and friendly atmosphere, shaped by the enthusiasm and commitment of faculty, staff, and students, is revealed in German university rankings. Our School of Business and Economics has continued to be ranked in first place over and over again.

See you in Münster!

Prof. Dr. Wolfgang Berens Dean, Münster School of Business and Economics

# University of Münster (WWU)

With approximately 40,000 students, the University of Münster ("Westfälische Wilhelms-Universität" – WWU) is the third largest university in Germany. This institution has a long tradition of earning national and international recognition for its excellence in research, scholarship, continuing education, and practical training.

Since its foundation in 1780, the WWU has continually expanded its academic offerings and currently offers approximately 130 programs of study in 15 schools. The university consists of some



300 buildings located throughout the entire city. The baroque palace, where successful teaching and research in Münster have been conducted for more than 200 years, now houses the central university administration and is the heart of the university.
600 professors and 2,700 researchers explore theoretical and application-oriented research questions. These researchers, together with several research centers, numerous research groups, and graduate programs, reflect the high quality of research and teaching at the WWU. The increasing internationalization

of the study programs and the incorporation of modern E-Learning concepts well prepare the students for the demands of the global job market. In this way, the WWU has positioned itself prominently in the international business and economic community, while consistently improving its standing.

#### ► International Focus

The international focus of the WWU is made evident by its many partnerships. The WWU enjoys approximately 400 official partnerships and cooperative agreements with universities and scientific institutes around the world. Münster's visibility and reputation on the international level are important requirements for its participation in European and global research programs, as well as for the increasing worldwide recruiting of excellent researchers. In addition to the multitude of visiting scientists who research and teach in Münster, the number of visiting international students is also remarkably high, with a yearly average of 3,500 students coming from other countries.



### Quality of Research and Teaching

Research at the WWU is characterized by proven excellence in a considerable number of different main research areas. All fields of study, including the natural sciences, the humanities, law, business, economics, communication science, and computer science, work together interdisciplinarily, which contributes to the quality of research at the WWU and prepares the university for challenges of the future. Moreover, research partnerships with external partners also play an important role at the WWU. Collaboration with leading partners from the business world and with many smaller and medium-sized corporations accounts for the attractiveness of the WWU as a site of practice-oriented, theoretical research.

Every year around 4,900 graduates benefit from the excellent education provided at the University of Münster.

Graduates are well prepared for future careers though the university's incorporation of modern information technology, its comprehensive and successful research activities, and the voluntary commitment of the WWU to offering first class, diverse programs of study.

www.uni-muenster.de



# **Business and Economics** at the WWU

### ► Excellent Education in **Business and Economics**

The Münster School of Business and Economics integrates the fields of business, economics, and information systems. As one of the university's most distinguished schools, we offer students a wide spectrum of offerings in all relevant areas of business and economics.

The Münster School of Business and Economics was one of the first schools in Germany to undergo reorganization in order to award the internationally recognized degrees of Bachelor and Master of

Science in the fields of business and economics. This reorganization enables students to earn their degrees in less time. With 5,000 students studying business administration, economics, and information systems, our school is not only one of the most prestigious, but also one of the largest schools of business and economics in Germany. Graduates of the Münster School of Business and Economics enjoy an excellent reputation in the national and international business world, as indicated in numerous rankings.

Our 37 professors help students gain knowledge and develop skills in their subject areas, while honing the competencies needed to succeed in the job market.

The professors teaching in Münster are renowned for their excellence in business, economics, and politics. Leading politicians and corporations frequently consult Münster's professors and their publications. Furthermore, Münster's professors are noted for their internationally recognized research. Many of their publications are considered to belong to the established canon of business literature.

# The Münster School of Business and Economics (MSBE)

#### ► Academic Goals

The academic goal of the school is to train and educate students to be generalists in the areas of business, economics, and information systems, emphasizing problem-solving skills, achievement, and efficiency. In the process, the school focuses on the current demands of an increasingly global economy. We value the acquisition of comprehensive, international, and practice-oriented compe-



tencies and skills and stress methodological expertise. In addition to bachelor's and master's programs in business, economics, and information systems, the school also offers bachelor's programs in economics & politics and economics & law. These interdisciplinary degrees provide students with a combination of political, legal, and economic skills.

In comparison to schools at other universities, the Münster School of Business and Economics offers an extensive selection of diverse courses. During their entire course of study, students enjoy

the opportunity to specialize in selected, future-oriented subjects relevant for particular industries. These options include information management, international management, finance, business cooperation, and marketing, among others. Due to the variety of subjects in which students can specialize, each student has the chance to create his or her own unique course of study. The Münster School of Business and Economics also strongly values national and international accreditation of its undergraduate and graduate programs.

### Outstanding Reputation

The outstanding reputation of the school provides graduates from Münster with excellent possibilities in the national and international job markets. The school's focus on application and future-oriented learning and its many partnerships in the business world strategically prepare students for future leadership positions in politics, business, and international organizations. In addition to providing students with theoretical instruction, technical expertise, and problem-solving competencies, the core of the program are practice-oriented case studies. Seminars, in which practitioners take part, are an important component of the curriculum and connect teaching and hands-on practical experience in an exemplary way.

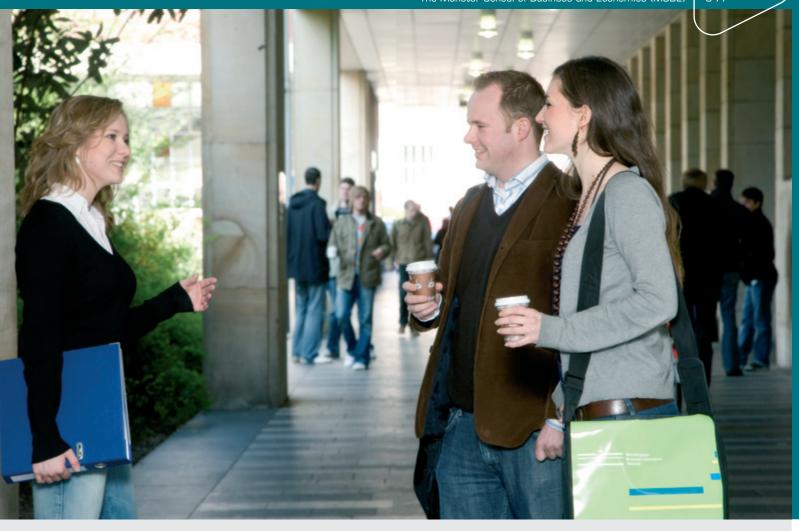
Students who would like to pursue a career in business, economics, or politics typically enrol in the bachelor's program. The subsequent master's program is intended for gradu-

ates of bachelor's programs who would like to deepen their knowledge or ultimately pursue an academic career.

### ► Practice-oriented Learning

The intensive practice-orientation of the courses is not only achieved by means of the integration of prominent instructors from the business, economic, and politic communities, but also through the incorporation of many project-oriented events. The new structure of the curriculum affords students even more alternatives. This includes instruction in the specific skills that HR managers most often value, such as diverse soft skills, practical experience in intensive project seminars, presentation skills, persuasive techniques, methods of negotiation, and knowledge of project management. Therefore, skiing and sailing trips are also important components of our curriculum because they offer groups of students the possibility to discuss their academic areas of concentration outside of the classroom, while simultaneously engaging in an athletic pursuit. In this way, students acquire presentation skills, practice teamwork, and exchange information with their classmates and professors in small groups.

Students are also involved in many extracurricular student initiatives, which provide practical experience in event planning, accompany their business projects, and allow them to gain knowledge in new ways. The School's Career Development Center (CDC) assists students and graduates with internships, job applications, and career entry.



### ► Interdisciplinary Work

The Münster School of Business and Economics is not only physically located near other schools, such as the schools of law, political science, and communication science, but it is also academically connected to these other departments by means of diverse partnerships. For example, the bachelor's program in economics & law integrates knowledge from the areas of political economics and jurisprudence to provide students with a more diversified education. There is also a similarly structured program in political science & economics, which combines knowledge from the fields of political science, business, and economics, so that students can experience a comprehensive education in several areas.

### Ranking Results and Career Perspectives

Through strategic internal and external evaluation processes, our faculty constantly updates and improves the school and its degree programs. These efforts have not gone unnoticed. We are consistently ranked at the top by all of the most respected institutions that rank universities.

The evaluations by the Center for Higher Education Development (CHE) are considered to be the most significant. The CHE's reports reveal that the University of Münster regularly maintains its top position among the leading German universities. Graduates of the Münster School of Business and Economics enjoy an excellent reputation in national and international business circles. The outstanding



reputation of the school provides students from Münster with very good possibilities in the job market. This conclusion is supported by the rankings reported in renowned business magazines such as Wirtschaftswoche and Capital. These rankings are based on comments made by members of personnel management at top firms. The Münster School of Business and Economics is repeatedly named as one of the schools most highly recommended by personnel managers. You can find information about the current rankings here:

www.wiwi.uni-muenster.de/fakultaet/ studium/ueberblick/rankings/en

### Academic Centers

The Münster School of Business and Economics is divided into the following centers:

### ► Accounting Center Münster (ACM)

Accounting is one of the major fields of research and study at the Münster School of Business and Economics, where it enjoys a long tradition and an excellent reputation. With the help of the ACM, the know-how of the affiliated insti-



tutes is integrated into a strong network, which stimulates research and teaching in the field of accounting. The Accounting Center Münster contributes a platform for constructive dialogue between theory and practice. The reciprocal and complementary research of the participating institutes ensures the practical relevance of teaching and advanced training and, at the same time, forms an innovative knowledge base within the broader chain of research. The institutes that work together within the Accounting Center Münster strengthen the profile of the Münster School of Business and Economics within the field of accounting in both research and teaching.

### ► Finance Center Münster (FCM)

The research and teachings of banking, finance, and financial markets are integrated in the Finance Center Münster (FCM). Multi-faceted cooperation exists with influential economic and legal scientists. The work of the FCM involves linking functional themes of finance, institutional aspects of financial service providers, behavioral science, behavioral finance, analysis of hedging, valuation of derivatives according to risk models, examination of optimal portfolio strategies and their implications for capital markets, and the theoretically-based, empirical analysis of practice-relevant problem solving in the fields of banking and finance. The FCM stands out due to its active research activities with a clear international focus and the inclusion of numerous practice-oriented contacts. The students are offered a methodologically rigorous yet simultaneously practice-oriented education, which prepares them for a broad spectrum of future job duties and provides them with a dependable foundation for life-long learning. In addition to the basic training program, different innovative special events are featured, many of which are often held in English.

### ► Marketing Center Münster (MCM)

In 1999 the Institute of Marketing merged with the Chair of Retailing & Distribution and the Institute of Business-to-Business Marketing to become the Marketing Center Münster (MCM). The MCM has two primary objectives. First, it endeavors to strengthen and maintain its leading position in the scientific community through the outstanding research of its faculty.

Publications by the faculty of the MCM have appeared in leading international journals. Second, it strives to provide students with a practice-oriented and internationally competitive education. Aside from offering degree programs such as the Bachelor and Master of Science, the MCM also provides an Executive MBA in Marketing. The MCM has established a substantial international exchange program, and an increasing number of students visit other leading business schools in North America, South America, Australia, Asia, and within Europe. Visiting professors from abroad teach in the areas of consumer behavior, international strategy, and sales management.

### ► Center for Management (CfM)

The Center for Management (CfM) at the University of Münster was founded in 2006. In the CfM, the Chair of Business Administration (esp. Organization, Personnel & Innovation), the Chair of Business Administration at the Institute for Economic Education, the Institute for Hospital Management, the Chair of Business Administration (esp. Strategic Management), and the Chair of Business Administration at the Department of Chemistry and Pharmacy are joined together. The goal of the CfM is to share teaching and research activities. The research focuses on strategic management, organizational behavior, and human resource management. Research work concentrates on theoretically-reflective, empirical examinations of organizational questions and strategic problems. The CfM applies theoretically and empirically-derived results to create practical, realizable concepts. The CfM cooperates with institutes and companies in Europe, the USA, and China.





### ► Center for Applied Research in Economics (CAWM)

The Center for Applied Research in Economics at the University of Münster (CAWM) was founded in 2002. The research projects of the CAWM cover a broad spectrum of current issues in economics with an emphasis on transportation science, regional economics, real estate economics, corporate cooperation, public finance, energy economics, economic cycle, and labour market economics. A substantial part of the research projects are funded by, and conducted for, externals such as government departments, private enterprises, foundations, and associations.

### ► Center of Quantitative Economics (CQE)

The Center of Quantitative Economics (CQE) at the University of Münster was founded in 2008. The research foci of the members of CQE address a variety of theoretical and quantitative questions in the field of economics. These include the areas of international economics, monetary economics, theory and empiricism of international financial markets, and the development of econometric methods for financial markets. The research of the CQE is internationally oriented, and members strive for publication in highly ranked scientific journals. CQE professors also instruct students in international research standards. In this way, students acquire a valuable scientific education that encompasses all aspects of modern economics.

### ► Information Systems

The department of information systems is considered to be one of the largest and most reputable IS departments in Germany. Periodic, national rankings attest to the excellent reputation of the department. Information systems involves the design, introduction, and evaluation of intra- and inter-organisational information systems and connects the research and teaching content of business administration and economics with that of computer science in order to create an interdisciplinary, application-oriented subject. The goal of the department is to offer a thorough education in economics and computer science with international pertinence. This encompasses the broad basis of the teaching content, as well as the specific domains, which range from public administration to retail and telecommunication.

# Undergraduate Programs

### ► Internationally Recognized Degrees

The Münster School of Business and Economics was one of the first schools in Germany to offer accredited internationally recognized bachelor's and master's programs in accordance with the European Bologna Process. The programs in Münster give students a comprehensive education in a shorter time frame. The bachelor's degree is designed for students interested in a career in industry, politics, or administration, while the master's degree is recommended for those who prefer to pursue an academic career.

The university programs have a strong practical focus and are enhanced by guest lecturers from the business community, a variety of course offerings, and assigned project work.



Students are often required to work on case studies in small teams. As additional preparation for the ever-increasing demands of the international business world, lectures and seminars are offered in English. Visiting scholars are invited, and students are encouraged to take advantage of international exchange

programs. This new structure offers students a broader variety of options.

Bachelor's and master's degree programs are structured into modules. In addition, students may specialize by choosing elective courses concentrating on a specific group of related subjects.

### ■ Bachelor´s Programs

### **▶** Business Administration

The bachelor's program in business administration at the University of Münster provides students with professional skills and insight into the basic career fields and fundamentals of business administration. Furthermore, students are taught basic economic principles; relevant quantitative, legal, and scientific methods; and technical English. In the last year of the bachelor's program, it is possible to take on an additional specialization, which one can further explore in a subsequent master's program.

### **▶** Economics

The bachelor's program in economics emphasizes expert knowledge of statistics and econometric methods, as well as mastery of the English language. In addition to studying basic economic principles, students will also learn the essentials of business administration and public and private law. In core economic subjects, students will acquire professional skills such as data research, rhetoric, and presentation techniques, while also focusing on traditional economic content. The core curriculum modules of the bachelor's program encompass all main areas of economics including

game theory and institutional economics. The various compulsory optional subjects offered in the economics program in Münster afford students the opportunity to take part in small seminars and project groups, despite the large student body. Intensive and interactive instructional methods such as excursions and consolidated seminars, even abroad, are naturally also a component of the economics program in Münster.

### ► Information Systems

The bachelor's program in information systems trains students in designing, developing, implementing, and applying information systems. It combines knowledge of business administration, economics, computer science, quantitative methods, information law, and the core field of information systems. Thus, it enables its graduates to evaluate and design the use of information systems in business and governmental settings. The program provides students with professional skills such as process (re-)design and the integration of information technology in organizations. Soft skills, e.g. presentation skills and technical English, are integrated into thematic modules. Project based seminars emphasize practice-oriented, small group assignments. The information systems program qualifies students for careers which require an integrated and challenging education across disciplines. Moreover, this program also prepares students for the entry into corresponding graduate programs.





### Politics & Business and **Economics & Law**

In each of these programs of study, two neighbouring disciplines are integrated with economics to form one program. To begin with, the fundamentals of the individual subjects, as well as their respective methods, are studied. Concentration is on the intersection of the two disciplines. Both of these programs require special interest in the relationships between economics, politics, and society. Furthermore, they necessitate the capability to think interdisciplinarily, to acquire deep understanding of diverse research methods, and to comprehend interrelations from different perspectives. This program offers interdisciplinary seminars and project work, in addition to traditional lectures.

Both programs of study prepare their graduates to pursue a specialization in one of the two disciplines, either in a subsequent master's or Ph.D. program. They also provide students with the opportunity to obtain practical job experience, with employers for whom solid expertise in both disciplines is desired, especially in public governmental offices and in associations and organizations at the national or international level.

### Professional Teaching in Economics and Social Science

The School of Business and Economics is actively engaged in the education of future teachers, particularly in the field of social science. Within the framework of the bachelor's program, two elective subjects are initially studied. One of these elective subjects is a social science. This subject is supervised by the School of Business and Economics in conjunction with the School of Philosophy. In the subsequent master's program, students are instructed first and foremost in didactics and pedagogy. This is supplemented with complementary courses in the respective subjects. The prerequisite for participation in the teaching program is obvious pedagogic motivation, coupled with the ability to study two subjects and eventually to teach at a high level.

# Graduate Programs

### ■ Master´s Programs

#### **▶** Business Administration

In the master's program in business administration, students follow a course of study suitable for international business administration. This program is the next consecutive step after a successfully completed bachelor's program. Through the offering of different concentrations (Accounting, Finance, Management, and



Marketing), students are given the chance to set their own priorities in the specific formation of their course of study. The courses focus on business research and the current demands of the job market. In this way, the program is intended for graduates of bachelor's programs, especially for those who wish to refine their skills beyond those acquired during their first course of study and/or for those who aspire to an academic career.

#### **Economics**

The master's program in economics at the WWU Münster builds upon the bachelor's program in economics and consists of four semesters of study. Lectures, seminars, and tutorials are held during the first three semesters. The fourth semester is set aside for the master's thesis. In the master's program, seminars and project work are frequently preferred over the traditional lecture class. Lectures in the core areas of economic methods. theoretical economics, and political economics are enriched by seminars, during which knowledge is deepened and interlinked. In addition to fulfilling their core requirements, students also select three elective subjects out of a wide range of choices and can thereby gain much expertise in their area of interest. There are also various required theoretical and methodological courses, such as courses in mathematical economic theory and empirical economic research. Due to the small number of participants in the master's program and the large number of academic subjects, excellent mentoring opportunities are ensured. Since the master's program is research-oriented, much emphasis is placed on econometric knowledge. A research internship provides the first personal experience with practical business work, which is further explored in the project-based course and in the final master's thesis.

### ► Information Systems

The MSc in Information Systems is an accredited, two-year, full-time program in English, which is built around four thematic areas of specialization ("tracks") reflecting current business requirements and research endeavors. These tracks consist of: process management, business intelligence, information management, and business networking. The program combines the traditional strengths of an information systems education in Münster - integrating computer science, statistics, business administration, and traditional IS - with an internationally focused research environment facilitated by the European Research Center for Information Systems (ERCIS). The MSc IS enables its graduates to assess and properly configure sophisticated information technology for use in companies and public administrations. The program prepares students for careers as information or process managers, business analysts or business network managers. Moreover, this program trains students also for a career in research or teaching in the area of information systems and facilitates entry into a corresponding doctoral program. The program provides students with the in-depth scientific knowledge, skills, and competencies and emphasizes the application of current research to solve practical problems.



### **Doctoral Program**

The faculty is committed to training young academics. Our professors offer qualified graduates the opportunity to earn a Ph.D. in business administration, economics, or information systems. The Münster School of Business and Economics graduates about 40 doctoral students per year, most of whom pursue a professional career after graduating.

Rules of admittance to the doctoral program are specified in the "Regulations of Doctoral Studies". A prerequisite for acceptance as a doctoral student is an outstanding degree in the corresponding subject area. This degree must have been earned in a university program after at least eight semesters of full-time studies (4 years). In addition to their scholastic

requirements, students need written confirmation from one of our professors who is willing to advise the student throughout the doctoral program. It is important to know that there is no central admissions office for doctoral students as of yet. The admittance decision is primarily based on the recommendation of the academic supervisor. Most Ph.D. candidates will be employed as research and/or teaching associates.

Doctoral students are required to complete three courses to develop advanced theoretical and practical research skills as well as to enhance their proficiency in their areas of specialization. Research results are written up as a dissertation that is expected to present a significant

contribution to knowledge in the area. The dissertation must be based on independent research and has to be defended after completion. The school awards the academic degree doctor rerum politicarum (Dr. rer. pol.) on the strength of the doctoral dissertation, which can be a book or a collection of journal publications. The normal time for completion is four years.

The successful careers of Ph.D.s from the Münster School of Business and Economics, who have moved on to top positions in national and international companies in Germany and abroad or have become professors at renowned universities, provide evidence of our commitment.

# Executive Programs

### ► Realize your Master Plan

In the spirit of lifelong learning, the Münster School of Business and Economics offers various postgraduate programs of study. In this way, the school is responding to the increasing need for first-class,



academic, advanced training that strategically prepares students for management tasks in the global business world.

Our programs are especially suited for senior management from industry, trade, banks, politics, and government. Ideal candidates desire to prepare themselves intensively for the needs of international organizations and competitive markets. The modular structure of the executive programs takes into account the demanding schedules of students who are trying to balance their studies with their jobs.

### ► The MCM-Marketing Executive Program

This accredited program, offered in seminar format, is designed especially for upper management interested in learning the latest marketing techniques.

Renowned faculty teach the most current developments in marketing. Graduates earn the title Executive Master of Business Administration in Marketing in only three semesters.

www.marketing-centrum.de/mep

### ► Postgraduate Mergers & Acquisitions Program

Participants in this accredited program become certified M&A Advisors in just three semesters. Well-known lecturers teach the theory and practice of mergers and acquisitions at the highest level. Since this program is offered jointly by the Faculty of Law and the Münster School of Business and Economics, students gain two different perspectives. Those completing this program earn either a Master of Laws (LL.M.) or an Executive Master of Business Administration degree, depending on their job specialization and their previous education.

www.mergers-muenster.de

### ▶ Private Wealth Management

Comprehensive management of private wealth is becoming more and more in demand in Germany. The Münster School of Business and Economics offers a postgraduate accredited program that thoroughly covers the topic of "Private Wealth Management". Course content includes issues in family-owned companies, family-owned stocks, financial products, taxation of capital income, corporate succession, trusts and endowments, inheritance and gift tax, inheritance and marriage contracts, last will and testaments, and execution of wills. Participants benefit from the practice-oriented knowledge of the instructors and professors. Depending upon their academic concentration, graduates will earn either a "Master of Laws" (LL.M.) or an "Executive Master of Business Administration" (EMBA).

www.private-wealth-muenster.de

### ► The Interdisciplinary Program in Tax Studies

The goal of this accredited program is to give lawyers and economists a background in tax law related to finance and management. This interdisciplinary, three-year Master of Laws (LL.M.) program prepares participants for a career as a tax advisor, legal advisor, or economic advisor.

www.steuerwissenschaften.net



#### Mission Statement

#### Our Mission

The School of Business Administration and Economics at the University of Münster offers a non-dogmatic environment for scholarly research within a wide variety of methodological approaches. Our scale enables us to offer a full line of quality programs for students and professionals alike.

Our rich university context provides for both paradigmatic and interdisciplinary research opportunities. Overall, we seek a balance between scholarly and applied research to achieve a profound synthesis between theory and practice.

We create tomorrow's thoughtful and responsible leaders in business and

government. Our academic rigor furthers conceptual skills, while applied research fosters problem-solving competencies to translate abstract concepts into action. The ethical dimension permeates all teaching contexts.

Our educational efforts serve the recruitment needs of our constituency both locally and nationally. Our graduates can effectively function in a variety of international careers in business, economics, and information systems.

#### Our Vision

As an intellectual leader in our market. we create the environment to attract and retain outstanding faculty. Our aim is to nurture and develop young talents as

tomorrow's scientific leaders in various academic fields.

In the near term, our ambition is to solidify our position at the top of institutions of higher research and education in business administration, economics and information systems in Germany.

In the longer term, we wish to be recognized as a leading academic institution in Europe, and aim to institutionalize contacts with suitable international partners in recognized networks of academic excellence, in which we represent the German and/or Continental European approach to business and economic success.



### ► The WI Executive Program in Information Management

The Executive Program in Information Management prepares participants to advise clients on the efficient uses of modern information technology and communication technology. Course content deals with the structure of application systems and the latest trends in system development processes and technology such as data warehouses, data mining, and workflow management systems

Successful participants earn the title Executive MBA in Information Management or Executive Master of Business Administration.

www.wi-muenster.de

### ► The CUR Executive Program in Accounting & Controlling

Participants in the accredited two-semester executive program learn auditing and accounting methods and gain hands-on practical experience. The program aims at educating specialized professionals to become generalists so that they are able to increase the value of their contribution to businesses. The classes are held in German. Participants in this degree program earn an Executive MBA in Accounting & Controlling.

www.cur-muenster.de

### ► MBA in International Healthcare and Hospital Management

This 24 to 36-month program is specifically designed for physicians, lawyers, and managers from the healthcare world. Participants use case studies to practice teamwork skills. They also become familiar with innovative management fundamentals during international excursions (USA, Japan, Singapore, and Europe) and receive insight into the everyday decision-making processes of top managers working in the healthcare management field. The degree awarded is an MBA in International Healthcare and Hospital Management.

www.krankenhaus-management.de

### ► Master's Degree in Energy Economics

Together with partners such as the RWTH Aachen and corporations and associations from the energy industry, the Münster School of Business and Economics and the Essener House of Technology (HdT) offer the master's program in energy economics. This program prepares specialists and senior management for the energy industry of the future. Course content contains a relevant, applicationoriented mix of technology, business, and law. Prospective students are primarily engineers and natural scientists, but we will also consider graduates of business, economics, and law. Participants earn a dual degree (joint master's degree from the University of Münster and the RWTH Aachen). The curriculum includes fundamentals of business administration, risk management, environmental law, energy production, and energy conservation. In order to ensure a high level of practical relevancy, representatives from several large energy companies and associations worked together to plan an appropriate curriculum.

www.hdt-university.de





#### Worldwide Alumni Network

AlumniUM e.V. is the official network of former students of the Münster School of Business and Economics. Founded in 2001, the association is one of the fastest growing and largest graduate networks of its kind in Germany with more than 2,000 members. After graduating from the university, many graduates stay connected with their alma mater. Therefore, AlumniUM frequently organizes get-togethers for former students. Every November the "Homecoming-Event" takes place in Münster and attracts over 1,000 graduates from all parts of the world. Even regularly scheduled gatherings in Zürich or New York are no exception. An important

component of this lively network is the online community AlumniUM.net. In the online data bank, members rediscover their former classmates, old acquaintances, and potential business partners, and they can also post meetings of their regional alumni groups. Personal contact lists, birthday reminders, discussion forums, and news updates are some of the numerous offerings that can be used by members for their own active networking purposes. The worldwide network AlumniUM provides graduates and current students with networking opportunities and career prospects, from which they can profit in their professional lives. A special mentoring program supports students right from the onset of their career planning. In cooperation with the school's Career Development Center, AlumniUM hosts the Münster School of Business and Economics' recruiting fair.

AlumniUM is first and foremost a development association that ideologically and financially promotes professional education and research, as well as the connection between theory and practice, at the Münster School of Business and Economics.

www.alumnium.net

### Research Areas

### ► Interdisciplinary Research Collaboration

The Münster School of Business and Economics has always been research oriented. Our faculty collaborates with other researchers in Germany and abroad, participates in joint projects with industrial and academic partners, publishes in international journals, and presents at conferences worldwide.

Many of our professors are active in expert committees and are scientific advisors and consultants in the areas of politics and business.

#### Business Administration

Business administration research is organized into four areas:

The Accounting Center Münster (ACM) is comprised of four chairs dealing with accounting, auditing, and taxation.

Recent research projects include IFRS and management control, regulation of financial accounting, reform of tax accounting, European tax harmonization, and auditor independence. Research results are published in top German and international journals such as Management Accounting Research, Critical Perspectives on Accounting, Australian Accounting Review, Review of Managerial Science, Journal of Risk, and International Journal of Financial Services Management.

A second research area is located at the Center for Management (CfM). This research focuses on organization, human resource management, corporate governance, strategic management, innovation management, and healthcare management. The research results are published in refereed journals such as Schmalen-

bach Business Review, Creativity and Innovation Management, and Journal of Engineering and Technology Management.

The Finance Center Münster (FCM) is comprised of four chairs and a junior professor. The FCM research focuses on banking, risk management, asset pricing, derivatives, behavioral finance, retirement savings, corporate governance, and international finance. Research results are published in well-regarded journals such as the Review of Finance, Journal of Banking and Finance, Management Science, Journal of Risk, Journal of Economic Theory, and Journal of Economic Behaviour and Organization.

The Marketing Center Münster (MCM), with its three chairs of marketing and two junior professors, researches customer relationship management, business-to-business marketing, distribution management, sales management, direct marketing, international marketing, and marketing in networks. The results of marketing research are published in highly respected journals such as the Journal of Marketing, Journal of Marketing Research, Journal of Retailing, Marketing Science, and International Journal of Research in Marketing.

#### Economics

The department of economics at the University of Münster consists of two research centers with different foci. The professors and faculty members belonging to the Center for Applied Research in Economics specialize in applying the results of academic research to consulting activities which are carried out on behalf of ministries and other govern-

mental bodies, as well as by order of private sector companies. The center concentrates on topics in regional economics, housing, public finance, transportation, energy economics, business cycle economics, and cooperation of enterprises. Providing theoretically well-founded solutions to practical real world problems is the main expertise of the faculty members belonging to the Center for Applied Research in Economics.

The professors of the Center of Quantitative Economics have expertise in publishing theoretical and empirical research in international academic journals. The success of the center manifests itself in publications in well-known journals such as the Journal of Econometrics, European Economic Review, Review of Economics and Statistics, Journal of Banking and Finance, Journal of International Money and Finance, Open Economies Review, and International Finance. The center's activities are focused on international financial markets and European economic integration. On a regular basis the center organizes international conferences on these topics providing a platform for international research and the exchange of ideas. The concentration on international research standards also enables the professors of the Center of Quantitative Economics to train students successfully in all modern aspects of economics.

### ► Information Systems

The information systems department pursues a balanced portfolio of basic and applied research funded by science foundations, the EU, and the German government, as well as groups of companies and governmental agencies.



Research combines formal or engineering treatment of information systems (software engineering, modelling, statistics, etc.) with a managerial perspective (process, network, or information management). It is applied across a range of industries, specifically: commerce (retail & wholesale, logistics), ICT industry, healthcare, government/public administration. tourism. Six research groups cover a broad range of themes reflecting the management, computer science, and statistics background of our faculty: reference and process modelling, database management and Web 2.0, Software engineering, EAI, eLearning, data mining, inter-organizational systems, communication and collaboration systems, information management, supply chain management and logistics. All faculty members are active members of the scientific community with roles as journal editors, conference chairs, and reviewers.

### ERCIS - European Research Center for Information Systems

The ERCIS - European Research Center for Information Systems - is an international network for collaborative research in the field of integrated information systems development and organizational design. Its objective is to undertake joint research projects that span different disciplines and countries, thereby fostering research at a level that cannot be achieved through individual projects. ERCIS emphasizes interdisciplinary research. Core competencies in the discipline of information systems are combined with competencies in the fields of computer science, business administration, and law



within an institutional framework. Thus, a holistic view of information systems development and organizational design issues can be achieved.

ERICS links 19 IS research centers from Europe, Russia, USA, Australia, and New Zealand. The backbone of the collaboration for joint research projects is provided by the exchange of researchers, such as Ph.D. students or faculty members at different stages of their respective careers. For further information please visit:

www.ercis.org

### International Focus

### ► Worldwide Network of Partner Universities

International contacts are a trademark of the Münster School of Business and Economics. Our school is connected to many prestigious universities and academic institutions worldwide through partnerships and cooperative agreements. Many visiting scholars research and teach in Münster, and many foreign students spend a year or more at our school.



### ► International Relations Center (IRC)

International students of business administration and economics at the University of Münster are supervised by the School's International Relations Center (IRC). At this center, international students can speak with contact people regarding all of their questions about their studies in particular, and life in Germany in general. The IRC maintains and coordinates the school's international partnerships and represents the school at international events.

#### ► Student Exchange Programs

Our commitment to an international focus on research and teaching means

that the Münster School of Business and Economics is part of a cooperative network of more than 70 universities from all continents. From Concordia University in Canada to the University of Melbourne in Australia, partner schools actively keep in contact with one another. Mandatory lectures in English, guest lecturers from abroad, and dual degree programs with renowned universities such as the Université Panthéon Assas Paris and the École Supérieure de Commerce in Montpellier are an important part of our offerings. All degree programs offer the opportunity to study abroad and to complete an internship abroad. It is also possible to transfer credits earned at other German universities or universities abroad.

### ► Münster's Students Abroad

Spending a semester abroad is an important part of many students' degree programs. A semester abroad not only exposes students to foreign research approaches and teaching methods, but it is also an opportunity to perfect foreign language skills and gain international internship experience. These experiences abroad help students develop their interpersonal, intellectual, and intercultural abilities. Living with students from different cultures expands horizons and encourages tolerance and openness to different ways of thinking and other value systems.

In order to secure a place for an exchange semester at one of our partner universities abroad, our students go through tough selection processes. Only topnotch students fulfil the academic requirements to apply for a term abroad. Prerequisites for applicants are excellent grades, an outstanding personality and



social commitment. We support our students with all administrative tasks relating to their stay abroad and function as link between the students and our partners throughout their stay with their host institution.

#### ▶ International Life at the School

The presence of many international students and scholars clearly reflects a culture of openness and tolerance. The Münster School of Business and Economics places great importance on providing comprehensive support for our guests from abroad. Our faculty members, our dean, and the International Relations Center are available to answer questions and to help international visitors throughout their stay.

#### ► Mentoring Program

The student mentoring program, organized by the International Students
Services of the Münster School of Business and Economics, is a unique support program for students from abroad. International students are individually matched with local students from the same degree program and year for the entire duration of their stay. Mentors and mentees are paired together before the international students arrive, so that they can ask questions by e-mail or telephone about finding housing and being



picked up from the airport or train station upon arrival. In addition, the student body organizes city tours, get-togethers, and theatre outings. Orientation events such as faculty-organized international evenings also help international students settle into their new home.

### ► International Advisory Centers

A favorite meeting place for students of all nationalities is the international advisory center "Die Brücke", which offers advice as well as international educational and cultural programs. In order to enable former exchange students to stay in contact with Münster, "Die Brücke" sponsors a program known as Alumni International. This program encourages international students to keep in touch with other alumni, the university, and the city after leaving Münster.

The University's International Office advisors help new visiting scholars and their families to settle into Münster quickly by giving advice about daily necessities such as schools, daycare, finding a doctor, and renting a car. Of course, the staff members at our school's International Relations Center also take it upon themselves to personally assist our guests from abroad.

The housing choices for students in Münster are diverse. Rooms in student dormitories have the advantage of being less expensive than private accommodations, and they are normally fully or partially furnished. The dorms are equipped with washing machines and clothes dryers. All rooms are pre-wired for telephone and internet connections, as well as for cable television.

### Learning Languages

The language center is located next to the main building of the Münster School of Business and Economics. Business English, French, and Spanish are offered, as well as German as a Second Language. Other languages such as Estonian, Italian, Portuguese, Arabic, Turkish, Russian, and Czech can also be chosen. Moreover, international students have the opportunity to interact with a German "Tandem Partner" from Münster. Together with their "Tandem Partners", students improve their knowledge of each other's native language and can engage in in-depth discussions regarding their respective cultures and countries.

spzwww.uni-muenster.de

### Career Development

### ► Theory and Practice

The job market for university graduates is constantly in flux. New occupational fields come into existence, and job requirements change. In addition to focusing on the acquisition of technical skills, it is becoming increasingly important that students and graduates acquire key competencies for their individual career paths and plan their own educational and professional routes as early as possible.



It is imperative that modern university programs provide students with opportunities to link their expertise with contextual knowledge, thereby giving a boost to their résumés. Not only must universities ensure that students receive a quality education, but they must also guarantee the employability of their graduates. The school's future-oriented, practical focus and its valuable network of contacts in the areas of business and politics strategically prepare the students for future leadership positions.

### ► Career Development Center

The Career Development Center (CDC) is the link between university studies and the job world. The CDC's main responsibility is to prepare students for successful entry into a desirable career upon graduation. The center's duties include providing useful career counselling, compiling an internet-based job listing, training students on job hunting strategies, and initiating contact with employers.

Practice-oriented lectures and seminars have been enhanced by the career service offerings of the Career Development Center at the Münster School of Business and Economics.

Information, advice, and professional training: with these offerings the CDC assists students with all of their concerns involving internships, job searches, and career entry. The CDC is conceived of as a vehicle through which students can learn to help themselves, and it should enable students to plan their careers early and proactively. The CDC's goal is to assist students with their research on global job opportunities by means of workshops, company visits, and presentations. It should also motivate students to develop their network of career contacts and to acquire job information. Furthermore, the CDC assists with students' evaluations of their personal strengths and weaknesses.

The CDC also benefits businesses and corporations by serving as a liaison between recruiters and interested, highly-qualified



job-seekers. In this context the CDC focuses on fostering and developing close relationships with members of the business world. We invite companies to keep us informed about their personnel needs and their staffing policies, so that we can always match our offerings to their demands.

#### ▶ Career Service

We cooperate closely with Career Service Münster, which is an alliance formed by the university, the technical college, and the employment agency in Münster. Career Service Münster has provided career development assistance and help with career paths for Münster's students and graduates for many years. It has established relationships with various employers in order to place students and graduates in internships, both foreign and domestic, and to provide initial job prospects. In conjunction with colleagues from Career Services, we coach students on strategies and techniques for a successful job search and help them develop their own professional résumés.





### BusinessContacts Münster

BusinessContacts Münster, the school's annual career fair, offers the chance to network with potential employers early on. On the one hand, this event is an integral part of career preparation for students and graduates. On the other hand, BusinessContacts Münster also supports companies by granting them early access to our school's motivated and skilled workforce. At this job fair, students and graduates of the program have the opportunity to meet face-to-face

with representatives from more than 40 corporations from different industries in a single day and can receive information about internship positions, trainee programs, and future careers. In addition to visiting firms' booths, participants can also attend company presentations and specialized lectures. Moreover, the career fair features reviews of résumés and job application materials. Participants can also have their picture taken to attach to job applications. The job fair is intended for

all students, graduates, and alumni of the School of Business and Economics. It must be emphasized that this career fair is also appropriate for students whose studies are still in their early phases. Since the BCM is designed as a networking opportunity rather than simply as a job fair for graduates, dialogue between students and our employment partners is of the utmost importance.

www.BusinessContactsMuenster.de

### Student Life

### ▶ Beyond the Classroom

Our students are involved in a variety of student organizations and extra-curricular activities. We strongly encourage and support student initiatives, creativity, entrepreneurship, and a sense of responsibility. Friendships that develop from activities outside the classroom often last long beyond graduation.



### ► Getting Involved – An Active Student Body

Our school offers comprehensive support and advising services throughout a student's entire degree program. Student representatives are involved in university-wide committees. They also assist students from abroad through the mentoring program for international students. During the orientation week for new students, student mentors enthusiastically help international students of business administration, economics, and information systems to settle into student life in Münster. Additionally, departmental get-togethers and legendary parties are regularly organized for the whole student body.

### ► Student Representatives

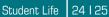
With approximately 80 active participants, the student government association at the Münster School of Business and Economics is one of the largest student government associations at the University of Münster. The student government association is responsible for representing the interests of all of the school's students. The school has student representatives serving on various committees and boards such as the faculty council, the examination board, and the committee on teaching and student affairs. The student representatives always stay in close contact with the professors. Members of the student government association offer daily advice to current students regarding course scheduling and counsel prospective students interested in studying business administration, economics, or information systems. Moreover, the student government association regularly organizes events such as the orientation week for new students, the annual JuWi party, and the graduation ceremony for graduates of the School of Business and Economics.

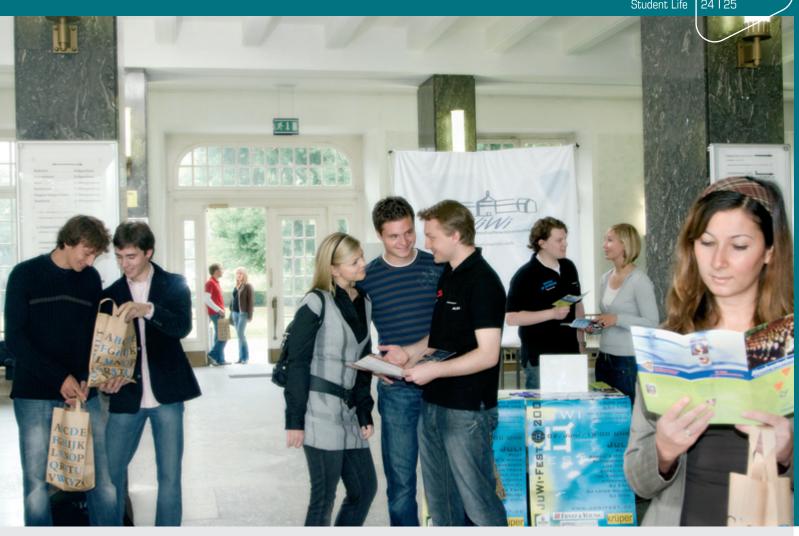


#### ► Professional Student Initiatives

Business and economics students in Münster have many choices when it comes to joining student organizations, and they benefit from the diverse opportunities to gain practical experience. Students participate in management consulting projects, attend lectures by prominent speakers, and learn to apply theory taught in the classroom to real project work. In addition, students achieve the ability to work in a team. Throughout the process, students gain communication skills and a sense of responsibility. A few examples of the projects initiated and carried out by our student initiatives are listed below.

Our school is proud of the **Symposium** Oeconomicum Münster, which is wellknown outside the region. Founded in 1987 and held annually ever since, this one-day business forum in the baroque ambiance of the Münster palace is organized by 35 of our students. Prominent speakers from the German and international business communities, academia, and politics come together in small groups to discuss current economic challenges with more than 500 student participants. A board of 13 professors supports the students' planning committee. This program strengthens the important link between the academic and business communities.





Daimler Chrysler, Deutsche Bank, and Volkswagen Consulting are all satisfied customers of the student consulting group move. Students put into practice the theory learned in the classroom while working on real corporate consulting projects. As a member of German and international business associations, move adheres to the highest professional standards.

Many student organizations are dedicated to the field of marketing. MTP Münster gives its members and interested students an opportunity to connect theory and practice. MTP Münster arranges lectures by practitioners who work in marketing-related fields. In addition, through seminars and on-site corporate project work, students get an inside

look into the world of marketing. The **SIFE** (Students in Free Enterprise) team provides a forum for members to share their knowledge of economics with others through independent projects. The students are personally responsible for the completion of these projects that must support the internationally prescribed, enduring principles set forth by SIFE, such as market economics, entrepreneurship, personal success skills, financial literacy, and business ethics. At the annual SIFE National Competition, each team has the opportunity to present its projects and to network with high-level representatives from various corporations.

We have two student organizations fostering international student exchanges: AIESEC and AEGEE.

**AIESEC** is the world's largest student organization focused on developing leaders who follow their inner values and have a positive impact on society by inspiring other people.

**AEGEE** is a European student organization with 15,000 members in 43 countries. For 20 years, AEGEE has been bringing together students from all over Europe in order to participate in international activities such as conferences, language courses, trips and group projects on democracy and human rights.

# The City of Münster

### ► An Ideal Place to Study

There are three things that first time visitors to Münster notice right away: the beautiful city center, the large number of bicycles, and the abun-



dance of young people. More than 45,000 students reside in this traditional, yet modern, university city.

The unique atmosphere of the city is formed by its many young people, its academic institutions, and its diverse and exciting cultural offerings. Bicycles are the main mode of transportation in Münster and contribute to its pleasant environment.

Münster is the bicycle capital of Germany – almost everyone has a bike, and thanks to the many bike paths, you can move around the city safely and comfortably by bicycle. A bicycle is also useful for taking small day trips throughout the area to the region's many moated castles.

### ► A Truly European Place

Students who have registered for classes within the walls of the dignified old baroque castle, attended a lecture at the ultra-modern Leonardo Campus, or visited one of the many student pubs, cannot deny the charm of the university and the flair of the city. More than 1,200 years of history can be seen in the medieval layout of the city center and in the historic buildings. Our city center is an excellent example of a traditional European city and of high quality urban planning. The main market square with the Lamberti Church, the town hall housing the Treaty of Westphalia, and the lovely cathedral are just a few of the internationally significant architectural monuments from the last 800 years.

### ► Historic Atmosphere

Münster was founded in the year 805 and became well known in 1648 when the Thirty Years War ended as a result of a peace treaty signed in Münster's town hall. The restored city center with its arcades, churches, gabled houses, narrow alleys, lively squares, traditional pubs, and new street cafes is very popular with tourists and locals alike. The main market square traces its roots back to the time of the prominent trading houses of the Hanseatic League. This atmosphere has earned Münster the nickname "Rome of the North".

The city center, with its historical buildings, modern architecture, and contemporary sculpture, is a lively hub. Many parks add to the excellent quality of life in the Münster region. Lake Aasee – located next to the city center – is ideal for strolling, picnicking, jogging, and sailing.

Münster has a lot to offer culturally; its many museums, theatres, cinemas, pubs, and festivals ensure variety and entertainment.

#### ► Cultural Life in Münster

The cultural scene and the many museums in Münster are diverse and famous nationwide.

Bordering on the modern Münster Arcade is the Graphic Arts Museum Pablo Picasso, with different exhibits on Picasso, his contemporaries, and his artistic friends. The State Museum for Art and Cultural History, located on the cathedral square, presents over one thousand years of art history from the Middle Ages to modern times. Highlights of Münster's art scene are the internationally recognized sculpture projects that take place every decade. These projects involve a sculpture exhibit, for which artists from all over the world publicly display their creations for one hundred days at various personally selected sites throughout the city. Other seasonal events that cannot be missed include "Eurocityfest", the world famous Christmas market in the historic city center, the Send (a big festival, held three times per year), and the international horse show "Tournament of the Victors", which takes place in front of the palace. More information can be found at:

#### www.muenster.de/stadt/tourismus/en

The buses and trains are efficient for longer journeys to the nearby Ruhr district, Cologne, and the Netherlands. Berlin, Hamburg, Amsterdam, and the North Sea are just 3 hours away by train.



### ► The Most Liveable City in the World

Students are to be thanked for the legendary reputation of Münster's nightlife. Not far from the trendy bars at the Dortmund-Ems-Canal-Harbour lies the historical city center with its cozy student pubs and popular nightclubs, where nightlife continues into the early morning hours.

All of these factors make Münster one of the most liveable cities in the world according to the United Nations Environmental Program (UNEP), which presented Münster the international Liv-Com-Award in 2004. Münster won with a landslide victory over impressive candidates such as Toronto and Coventry.

### Münster at a Glance

- University City
- Center of baroque beauty
- History and charm
- Europe's bicycle city
- Westphalian cuisine
- Germany's green city of peace
- Traditional European City
- Lively Cultural Scene
- "Rome of the North"

### LivCom-Award



Münster is the most liveable city world-wide!

www.muenster.de/stadt/livcom

### **Directions**

### ≡ By Car

#### From A1 - Osnabrück/Bremen

Take the exit for Münster-Nord (North) toward Münster. Follow this road. After approximately 5 km, you will see the palace on your right. At the next intersection, turn left into the Universitätsstraße. The "Juridicum" building, where the MSBE is located, will be on your left.



### From A1 and A43 -Dortmund/Recklinghausen

Exit at interchange Münster Süd (South) toward Münster. Follow the signs Innenstadt (city center). After approximately 5 km, you will see the Aasee (lake) on your left. In another 0.5 km, you will pass the courthouse on your left. At the next intersection, turn right into the Universitätsstraße. The "Juridicum" building, where the MSBE is located, will be on your left.

### ► From B51 Warendorf/ Bielefeld/Paderborn

At the fork in the road, 8.5 km after the town of Telgte, turn right and continue to follow the B51 (bypass). After another 8.5 km, turn right into the Weseler Str. (the last exit before the Autobahn). Go 100 m further and then turn right again in the direction of Münster Zentrum (center). Continue along that street. After approximately 5 km, you will see the Aasee (lake) on your left. In another 0.5 km, you will pass the courthouse on your left. At the next intersection, turn right into the Universitätsstraße. The "Juridicum" building will be on your left.

### ≡ By Train

#### ▶ From Münster Train Station

You can reach the Münster School of Business and Economics easily and quickly by using the city buses # 11, 14, or 20, located at bus stop B1 (in front of the main entrance of the train station). Exit the bus at the bus stop "Krummer Timpen". The "Juridicum" building is located directly behind the bus stop.



- 1 Krummer Timpen Bus 1 :: 11 :: 12 :: 13 :: 22
  - 2 Hindenburgplatz Bus 20
  - 3 Landgericht Bus 11:: 12:: 13:: 14:: 22
  - 4 Überwasserstraße Bus 5 :: 6

### ≡ By Airplane

### From the International Airport Münster-Osnabrück (FMO)

Shuttle buses regularly provide transportation directly from the airport terminal to Münster's city center.

# Maps



### Contacts



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#### Modern Infrastructure

Being equipped with the latest technology is clearly an important part of a modern management education. The Münster School of Business and Economics offers students and faculty access to modern communication technology, including high-speed wireless networks and software-based telecommunications. Students can view syllabi, lecture notes, the schedule of courses, and their exam results through web-based communication platforms. Computer labs with modern PC workstations are available for students'

educational and personal use 24 hours a day, seven days a week. A personal e-mail address, broadband internet connections, a variety of software packages, and low-cost digital printing are also generally available.

The library of the Münster School of Business and Economics prides itself on being user-friendly, up-to-date, dedicated, and rich in tradition. During the week students can research here until 11:00 PM, and on the weekends students can work until 7:30 PM. The well-equipped

library contains all of the important publications in the areas of business and economics and enables students to conduct top quality research that forms the basis for successful, well-written papers. Whether in the cafeteria "Da Vinci" on the Leonardo Campus, in the "Bistro Oeconomicum", or in the cafeteria at Lake Aasee, the nutritional needs of the students and employees are met with a variety of balanced meals.

### Credits

Publisher Westfälische Wilhelms-Universität

Münster (University of Münster)

Münster School of Business

and Economics

Dean's Office

Universitätsstraße 14-16

D-48143 Münster

Germany

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Editorial Staff Dr. Stephanie Schröder

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Edition 5,000

Layout Livingpage® MediaAgentur

www.livingpage.com

Translation Jennifer A. Short, Ph.D. (Washington, D.C.)

Photographs Roland Artur Berg

www.fotografie-berg.de

Production Erdnuß Druck GmbH, Sendenhorst

www.erdnussdruck.de

Special thanks to Münster City Library, District of Münster,

Münster-Osnabrück Airport (FMO),

State Museum of Münster,

Public Relations Office of Münster,

Münster Marketing

Edition 2008



# of Business and Economics

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