

# MBA in International Healthcare Management



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# Introduction

This is an exciting time to be working in healthcare management. Healthcare is one of the most rapidly evolving sectors in the marketplace, driven by demographic trends as well as medical and technological breakthroughs.

Among the many factors driving change in this exciting field are shifts in patients' expectations and demands, the ongoing redefinition of the who and how of healthcare provision – including changing techniques and methods – and far-reaching innovations in medical and health-related products. At the same time, finance for healthcare is coming under intense scrutiny, with new models and solutions emerging in many different countries and markets.

Healthcare is one of the largest and fastest-growing industries in the world. To manage these rapid and often complex changes, the healthcare sector needs talented leaders and managers more than ever before.

While individual healthcare providers are regulated on a national level, the healthcare industry as a whole is global in scale, with major international players involved



*"The international approach in particular was very interesting and the case studies and discussions in class made it easy to adapt issues from a theoretical level to an operational one. It represented an important part of my idea of a lifetime learning process."*

Bernie Poh  
CEO of a Healthcare Provider Group in Singapore  
(awarded MBA in 2005)

in researching, developing and supplying medtech, biotech and pharmaceutical products. The provision of healthcare services – including hospitals, nursing and health insurance – has also become an international business.



*"I joined the MBA programme at Frankfurt School because I was interested in developing a best-practice model in healthcare. The programme shows and compares the different healthcare systems in the world. Studying the different systems has enabled me to analyse and improve the system in my own country and so contribute to the development of our society, especially in terms of healthcare."*

Mohammed Dogo-Mohammed  
Executive Secretary, National Health Insurance Scheme, Nigeria  
(awarded MBA in 2006)



# Target Group

Frankfurt School's MBA in International Healthcare Management caters to all those involved in the healthcare value chain: suppliers as well as providers, health insurances and regulatory bodies.

## Individual applicant

- You are working in the healthcare industry, dealing with challenging management and leadership decisions.
- You need confidence and detailed background knowledge so you can play an authoritative role in discussions with colleagues, customers, shareholders and stakeholders.
- You work in an international environment and would like to exchange ideas and discuss solutions for various international and intercultural issues with your peers.
- You would like to know more about the management models and methodologies of different players in the healthcare industry.

If you are interested in joining a group of dynamic individuals, and in building new skills and a solid foundation of specialist knowledge as you pursue a management career in the international healthcare industry, we encourage you to apply for the Frankfurt School MBA in International Healthcare Management.

## HR development

- You are looking for an employee development programme that will train your managers to take on new tasks and greater responsibility
- You are looking for an incentive programme you can use as a reward for excellence

International companies working in the healthcare industry use the Frankfurt School MBA as both development tool and incentive for their employees, as well as a preparatory platform for promotion. For companies, the key value driver of the MBA in International Healthcare Management is the uniquely international, interdisciplinary approach.

By building strong analytical, organisational and intercultural skills, graduates will enhance their status in the workforce in preparation for taking on leadership positions in a wide range of organisations such as:

- Biotechnology firms
- Medical device manufacturers
- Healthcare service, such as
  - Hospitals and Clinics (Acute & RehabCare)
  - Managed care organisations
  - Nursing Homes
- Health technology vendors
- Pharmaceutical companies
- Consulting firms
- Government agencies
- Healthcare (re)insurers / sickness funds



# Concentration Modules

## Supplier (medtech, biotech, pharma)

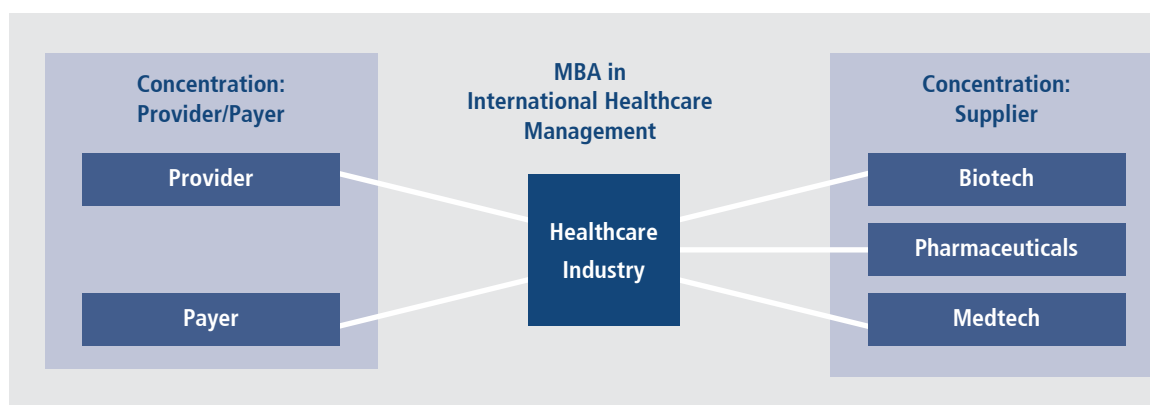
The medtech, biotech and pharmaceutical industries are emerging as the fastest-growing industrial sectors worldwide, covering a vast range of applications. Over the next decade, this area of the healthcare industry is expected to grow even more rapidly, creating huge business opportunities for international companies. But this sector is also one of the most strictly regulated, which is why it is vital that industry players and their managers should develop the knowledge and skills necessary to drive product innovation, optimise manufacturing processes, enhance customer service, implement best-practice management techniques and support the healthcare value chain.

In specially tailored modules, the MBA programme provides students with the specific knowledge and skills they need to master the intricacies of product design and innovation, manufacturing processes, quality control and marketing – all essential ingredients in the success of healthcare suppliers. The modules are taught in collaboration with key industry partners, giving students direct insights into the best practices in the industry.

## Payer and Provider (insurers, hospitals, regulatory bodies)

Attaining excellence in the delivery of healthcare services in hospitals, clinics and communities requires leadership skills, exceptional management skills and the ability to execute healthcare service delivery processes to the highest standards. In the course of the Frankfurt School MBA programme students are given detailed instruction on service system design, patient-centric service delivery, medical and managerial excellence and the key traits that characterise effective leadership in the healthcare delivery sector.

Healthcare costs are rising and insurers must find a balance between meeting these costs and providing good healthcare coverage. By studying for a Frankfurt School MBA in Healthcare Management alongside other stakeholders in the healthcare industry, managers in healthcare insurances can explore different perspectives and viewpoints in challenging debate and interaction with other players in the healthcare value chain.



# Curriculum

The International Healthcare Management programme lasts for 20 months and is designed for part-time study by individuals holding down full-time jobs. The course itself consists of nine residential modules and two e-based study modules; at the end of the course students write a Master thesis. Two modules (5 and 8) are "concentration modules", covering industry-specific topics in practical discussions and live case studies with the help and support of key industry players in different parts of the world.

<p><b>Module 1</b></p> <p><b>Introduction to Business and Economics</b></p> <ul style="list-style-type: none"> <li>■ The economic, financial and managerial frameworks within which healthcare companies operate</li> <li>■ The tools required to analyse and evaluate the markets in which healthcare companies operate</li> <li>■ The impact of accounting and investment decisions on organisational performance</li> </ul>	<p><b>Module 2</b></p> <p><b>Managing Financial Resources and Controlling</b></p> <ul style="list-style-type: none"> <li>■ Managerial methods for analysing and evaluating investment and funding decisions</li> <li>■ The trade-off between risk and reward</li> <li>■ The financial management tools and finance instruments available to managers</li> <li>■ Optimal financial structures for different kinds of healthcare entity</li> <li>■ Best-practice utilisation of cost accounting tools, cost management systems and performance controls</li> </ul>	<p><b>Module 3</b></p> <p><b>Management in Different Healthcare Systems</b></p> <ul style="list-style-type: none"> <li>■ Methods for analysing healthcare systems</li> <li>■ The three basic approaches used in healthcare systems</li> <li>■ The stakeholders involved in building a national health system</li> <li>■ The management challenges inherent in different healthcare system designs</li> <li>■ The implications of different models in terms of maximising health benefits, cost benefits and equity</li> <li>■ How governance and regulations are articulated in different systems and national contexts</li> </ul>
<p><b>Module 7</b></p> <p><b>Quality, Process and Project Management</b></p> <ul style="list-style-type: none"> <li>■ Best-practice processes for improving quality in key areas, e.g. patient safety</li> <li>■ Reengineering business processes in institutions and companies</li> <li>■ Lessons in quality and process management from other industries</li> <li>■ Differences between project management and day-to-day business administration</li> </ul>	<p><b>Module 8</b></p> <p><b>Module 8: Quality and Process Management, IT&amp;IM, Value Chain</b></p> <p><b>For Supplier</b></p> <ul style="list-style-type: none"> <li>■ The impact of new product designs on production processes and the value chain</li> <li>■ Best-practice methods for avoiding accidents and improving process safety</li> <li>■ How the changing IT environment can help improve services to customers and end-users (patients)</li> </ul> <p><b>For Payer/Provider</b></p> <ul style="list-style-type: none"> <li>■ The benefits of accreditation</li> <li>■ Using IT to provide improved services to patients</li> <li>■ Using IT to improve the flow of information to insurance customers and hospital patients</li> <li>■ Identifying the different contributors to the service provision value chain</li> </ul>	<p><b>Module 9</b></p> <p><b>Organisational, HR and Change Management</b></p> <ul style="list-style-type: none"> <li>■ How organisations work</li> <li>■ Best-practice methods for improving organisational structures and performance</li> <li>■ Developing the potential of human resources in a healthcare environment</li> <li>■ Change management and implementation</li> </ul>



Choose one of the following areas of concentration:

- Supplier (medical technology, biotech, pharma)
- Payer / Provider (insurers, hospitals and other health service providers)

<b>Module 4</b>	<b>Module 5</b>	<b>Module 6 (e-based)</b>
<b>Strategic Management and Marketing</b> <ul style="list-style-type: none"> <li>■ Different types of strategy dictated by differing industry conditions</li> <li>■ How industry conditions change and the implications of those changes for strategic management</li> <li>■ How different organisations anticipate and plan for future skills needs in order to maintain a competitive advantage in fast-changing environments</li> <li>■ Analysing market opportunities in order to plan a marketing portfolio</li> <li>■ Best-practice methods for using strategic and operational marketing tools</li> <li>■ Leveraging social marketing and sponsorship in the healthcare industry</li> </ul>	<b>Module 5: Innovation, Strategic Management, Marketing and Business Plan</b> <div style="background-color: #f0f0f0; padding: 5px; margin: 5px 0;"> <b>For Supplier</b> <ul style="list-style-type: none"> <li>■ Best-practice approaches to product design based on customers' needs</li> <li>■ Innovating to drive business growth in a fast-changing environment</li> <li>■ The impact of legal constraints on the marketing and pricing of pharmaceutical products</li> <li>■ Best-practice methods for managing patents</li> <li>■ Innovation-focused knowledge management</li> </ul> </div> <div style="background-color: #f0f0f0; padding: 5px; margin: 5px 0;"> <b>For Payer/Provider</b> <ul style="list-style-type: none"> <li>■ Positioning an organisation successfully in new market segments, e.g. medical tourism and telemedicine</li> </ul> </div>	<b>Business Plan</b> <ul style="list-style-type: none"> <li>■ Developing a business plan for real investment</li> <li>■ Methods for identifying, tracking and quantifying issues and problems</li> <li>■ Presenting new business ideas to shareholders, venture capitalists and management</li> </ul>
<b>Module 10 (e-based)</b>	<b>Module 11</b>	<b>Master Thesis</b>
<b>Simulation: Markstrat</b> <ul style="list-style-type: none"> <li>■ How different corporate functions influence the decision-making process</li> <li>■ The effects of decisions on the different departments in an organisation</li> </ul>	<b>Leadership, International Management, Ethics</b> <ul style="list-style-type: none"> <li>■ Becoming an effective international manager</li> <li>■ Best-practice approaches to leadership: how to foster cooperation, create synergies and motivate employees</li> <li>■ The ethical issues confronting managers in the healthcare industry</li> </ul>	



# Faculty Profile

## Frankfurt School of Finance & Management



### **Prof. Dr. Erich Barthel**

Head of Management Department  
Course subjects: Leadership, Cultural Management

Erich Barthel has been working as Professor of Corporate Culture and Human

Resources Management at Frankfurt School since July 1, 2000. He was awarded a doctorate by the University of Stuttgart Hohenheim in 1989. Professor Barthel's research interests include change management, performance-related pay and human capital.



### **Prof. Dr. Eberhard Feess**

Professor of Managerial Economics  
Course subject: Economics

Eberhard Feess has been working as Professor of Economics at Frankfurt School since October 2008. He is also

Adjunct Research Professor at Massey University in Auckland, New Zealand, and has been a member of the Institute of Environmental Economics and Management at the European Business School in Oestrich-Winkel since 1987. In 1989 he was awarded a PhD in Sociology by Johann Wolfgang Goethe University in Frankfurt, and qualified for professorial status in 1993.



### **Prof. Dr. Dr. Afschin Gandjour**

Professor of Health Management  
Course subjects: Health Systems, Ethics  
Afschin Gandjour is a medical doctor specialising in healthcare management and policy. He was awarded his MD by

Hannover Medical School in Germany. Professor Gandjour also holds an MBA from Duke

University in the USA and a PhD in Health Economics from the University of Cologne. His current research work is focused on the value-based pricing of pharmaceuticals, financial incentives in healthcare, and justice in the allocation of healthcare resources.



### **Prof. Dr. Hartmut Kliemt**

Vice President of Research  
Course subject: Ethics

Hartmut Kliemt is Professor of Philosophy and Economics at Frankfurt School. He is also an external Adjunct

Research Associate at the Center for Study of Public Choice at George Mason University in Virginia, USA. Professor Kliemt completed his philosophy thesis and graduated as a Doctor of Philosophy from Frankfurt University in 1977, subsequently qualifying for professorial status (habilitation) at the same university in 1983.



### **Prof. Dr. Rainer Sibbel**

Academic Director

Rainer Sibbel holds the Chair in International Health Management at Frankfurt School since 2004

He was awarded his Doctorate in Business Administration in 1997 by the Institute of Industrial and Hospital Management, University of Münster, then qualified for his habilitation (full professor status) in 2004 at the University of Bayreuth. His current research is focussed on quality and process management, privatization and internationalisation in healthcare, and the perspectives of integrated healthcare value chains.





## External Faculty Members



**Alain Rondeau, Ph.D.**  
Honorary Professor of Management  
Associate Director  
Health Management Hub  
HEC Montreal, Canada  
Course subject: Organisational Change

Alain Rondeau is Honorary Professor of Management and Director of the Center for Studies in Organizational Transformation (Centre d'études en transformation des organisations) at HEC Montreal. He is also Associate Director of the Healthcare Management Hub at HEC Montreal. He was awarded a PhD in Industrial Psychology by the University of Montreal in 1974. His teaching focuses primarily on major strategic changes in complex systems.



**Denis Chênevert**  
Full Professor  
Department of Human Resources  
Management  
HEC Montreal, Canada  
Course subject: Human Resources  
Management

Denis Chênevert is a full professor at HEC Montreal where he teaches Human Resources Management (HRM), focusing in particular on compensation management, employee mobilization and human resources strategy. He earned his Doctorate in Administration at the Doctoral School of Enterprise Sciences, University of Toulouse I. His most recent research projects have explored the links between organisational justice, commitment, out-of-role behaviours, absenteeism and individual welfare in the healthcare sector.



**Prof. Dr. Jörg Schlüchtermann**  
Chair of Operations Management  
University of Bayreuth  
Course subjects: Hospital Controlling,  
Logistics, Procurement  
Jörg Schlüchtermann is full Professor

of Operations Management at the University of Bayreuth and permanent Visiting Professor for Healthcare Management at Frankfurt School of Finance & Management. Professor Schlüchtermann studied Business Administration at the University of Münster. His research work focuses on Controlling & financial management as well as supply management & logistics in hospitals.



**Prof. Petra Riemer-Hommel, Ph.D.**  
HTW des Saarlandes  
Course Subject: Healthcare Systems  
Petra Riemer-Hommel is Co-Director  
of the Institute for Health Research  
and Technology (IGFT) at the University

of Applied Sciences in Saarland. She was awarded a PhD in Economics by the University of Michigan in Ann Arbor, USA. Her research work focuses on economic evaluation, healthcare systems and cross-border care.

# HEC Montréal – Always at the forefront

International, forward-thinking and well respected – just a few words that define HEC Montréal, one of the top management schools in the world. Canada's first business school, founded in 1907 by the Chamber of Commerce of Montréal, HEC Montréal marked its 100th anniversary in 2007. In its century-long history, the School has established an enduring tradition of cutting edge thinking in all fields ranging from teaching, research and international initiatives to executive programmes for middle and top managers.

With some 250 career professors, the school boasts a multidisciplinary teaching faculty of unparalleled size and an extensive menu of 35 management programmes offering a range of degrees from BBA to Ph.D. level. The 12,000 student population, including 3,300 students and permanent residents from no fewer than 100 countries, makes HEC Montréal one of Canada's largest business schools.

HEC Montréal is the first North American school to simultaneously hold accreditations from the AACSB International (Association to Advance Collegiate Schools of Business), EQUIS (European Quality Improvement System) and AMBA (The Association of MBAs). The "triple crown" recognition confirms the quality of the School's study programmes, the calibre of its students and faculty, and the excellence of the guidance provided to students.

HEC Montréal ranked in the top 10 in Business Week's international listing of MBA programmes in 2004 and 2006, the top 20 in Forbes' biennial international ranking in 2003, 2005 and 2007, and appeared in the 2006 edition of the "Which MBA? Guide" published by The Economist, which rates the top 100 MBA programmes around the world.

HEC Montréal's international character is evident in its strategies and activities. It is the only school in North America with a trilingual cohort – a group of BBA students studying in French, English and Spanish. HEC Montréal also offers the largest international exchange programme in Canada. The School has many partnerships with businesses and local as well as international organizations in numerous countries through its International Projects department.

Indeed, the International Projects department harnesses the best qualified resources from many fields of management to deliver its multidisciplinary services and expertise. For the past 35 years, it has developed partnerships with a variety of institutional and industry partners to manage complex, large-scale international development initiatives and projects in many European, African, Latin American and Asian countries.

At HEC Montréal, over twenty professors actively contribute to advancing management of the healthcare and social services network, from various perspectives: manager training, consulting, coaching of management teams, conducting commissioned studies, and developing methodologies and tools for specific actions.

To sum up, with an openness to globalisation, HEC Montréal is dedicated to fostering ongoing leadership in teaching, research, technology and multilingualism in order to prepare students for their future roles as managers and management experts, and, ultimately, to help them become active contributors to society.

# Frankfurt School of Finance & Management

The Frankfurt School of Finance & Management is an international private academic institution for research, teaching and consultancy. By being close to leading companies, particularly in Germany, and enjoying an excellent reputation around the world for its research, the School provides the link between theory and practice. Its forward-looking finance and management strategies and training of future executives help shape best practice in the sector on a lasting basis. The Frankfurt School is a state-recognised university with the authority to award full degrees.

The Frankfurt School offers an extensive portfolio of accredited academic study programmes, from Bachelor's to general and specialist Master's and doctoral (Ph.D.) programmes. These are accompanied by numerous vocational programmes and seminars, by means of which experienced professionals can expand their knowledge and skills.

Frankfurt School of Finance & Management has focused its research activities at four research centres, each with its own distinctive core competency. The research centres are engaged in ongoing exchanges of knowledge with academic and commercial partners, thereby ensuring that their programme contents are constantly re-attuned to the latest state of the art. Frankfurt School's International Advisory department (formerly Bankakademie International) has an impressive track record of expertise in microfinance, housing finance, SME finance and fund management (e.g. European Fund for Southeast Europe).

Financial and management issues form the nucleus of all the university's courses and continuing education programmes. Every student receives a thorough grounding

in the knowledge and methodology that are essential for an in-depth understanding of management processes and structures.



*„The multidisciplinary scope of the Frankfurt School MBA programme allowed me to take a more holistic approach to my profession, enhanced my understanding of my customers' day-to-day pressures and motivations, and helped me to provide tailored solutions that satisfy their requirements. .“*

Olaf Heinzel  
Senior Manager Business Development,  
Paul Hartmann AG  
(awarded MBA in 2010)

Frankfurt School is located in Germany's fifth largest – and most international – city, with one of the largest airports in Europe just 12 km from the city centre. If you prefer to travel by train, you can reach key European cities such as Paris, Amsterdam, Brussels, Berlin and Zurich in five hours or less.

The most important industries in Frankfurt and the Rhine/Main region are banking, healthcare and logistics. Several major players in the healthcare industry have their headquarters or subsidiaries located in or around Frankfurt. Many private service providers operate establishments in the spa towns of the Taunus and surrounding areas.

# Five good reasons to study at Frankfurt School

## ■ International Setting

There are three international aspects to this study programme at Frankfurt School: international students, international study locations and international lectures. During the programme you will develop a feel for the specific cultural, legal and economic conditions in different countries and their implications for managers in the healthcare industry.

## ■ Practical Focus

All programmes offered by Frankfurt School are designed to ensure optimal integration of theory with practice. While you are studying for your MBA in International Healthcare Management, you will be taught by high-profile practitioners and experienced specialists. With support from key healthcare industry partners, you will be able to learn through up-to-date case studies based on real-world scenarios.

## ■ Research

At Frankfurt School, teaching and research are closely intertwined. New research findings are immediately fed into the teaching environment. The Frankfurt School Institute for International Health Management is a centre of excellence for research into the conditions, structures and management approaches found in the healthcare business. In particular, scientists at IHM focus their research activities on the international aspects of healthcare systems.

## ■ Networking

You will be studying alongside international students who, like you, have excelled in their studies and careers. The alumni network of the MBA in International Healthcare Management already comprises more than 150 graduates working all around the world.

## ■ Status

In national and international university rankings, Frankfurt School regularly appears among the top-ranked institutions. As a student, you will benefit from the university's outstanding reputation in the academic and business communities. Our MBA in International Healthcare Management programme has been awarded international EPAS accreditation – the only MBA in this field to have gained such accreditation.



*"I joined the MBA programme at Frankfurt School to broaden my management skills and make them more applicable to the healthcare industry. I use the knowledge to help my organisation grow and maintain its leading position in an increasingly*

*competitive market."*

Julia Chow

Director of Corporate Communications, Quality HealthCare Asia (awarded MBA in 2005):



This programme has been accredited by FIBAA. See [www.fibaa.com](http://www.fibaa.com) for more information.



This programme has been accredited by EPAS. See [www.efmd.org](http://www.efmd.org) for more information.

## Where to find Frankfurt School students and alumni



### Alumni Network

There are already more than 150 members in the network of alumni of the MBA in International Health-care Management. At least once a year, alumni from all over the world meet to compare and summarise their educational progress, discuss topical issues and exchange information. Here are some examples of recent meetings of alumni:

- Mayo Clinic, Rochester, USA, Spring 2009
- Cerner, Kansas City, USA, Spring 2010
- Budapest, Hungary, Fall 2010
- Nairobi, Kenya, Spring 2011



*Alumni meeting in Kansas City, USA, in collaboration with CERNER, Spring 2010*

# Organisation and investment

## Fact sheet

Major:	International Healthcare Management
Target group:	Specialists and managers from all over the world – who are all pursuing a management career in hospitals, healthcare institutions and companies worldwide and wish to acquire additional management qualifications to enhance their professional skills
Degree:	MBA
Duration:	11 modules/20 months
Location:	Europe, Asia Canada
ECTS:	70 points
Language:	English
Minimum entry requirements:	University degree, three years' professional experience, English language skills (min. 90 points TOEFL (iBT) or equivalent)
Tuition fees:	28,000 Euro (including study material, excluding travel costs)
Accredited by:	FIBAA, EPAS

## Your MBA degree

Students' performance will be evaluated through written examinations, class participation, individual and team assignments, oral presentations, group projects, and the Master thesis. This important part of the programme is a practically-oriented research project in which the knowledge and skills acquired through the programme are applied to a real-life management problem. The MBA is delivered by Frankfurt School of Finance & Management in partnership with HEC Montréal. After successful completion of the programme, the degree of MBA in International Healthcare Management will be conferred by Frankfurt School of Finance & Management.

## How to apply

The programme starts end of September. If you are interested in the study programme, please apply by 15th of May. Your application may also be considered after this deadline if there are places still available. However, based upon our experience, the demand for places is very high. Thus, we recommend that you meet the application deadline as it is in your best interest to do so. Acceptances are made based upon the date the applications were received.

In addition to your completed application form ([www.frankfurt-school.de/application\\_ihm](http://www.frankfurt-school.de/application_ihm)), you will also need to provide us with:

- Supporting documentation (e.g. CV, copies of university degree certificates, professional qualifications etc.)
- Evidence of your English-language skills (TOEFL or equivalent) and
- An up-to-date colour photograph

# Your contacts

No matter what assistance or information you need regarding your continuing education, we will gladly help you decide whether the MBA in International Healthcare Management programme is right for you. The Student Services Office is ready and waiting to answer your questions; we look forward to hearing from you.

Further information can be found at:  
[www.frankfurt-school.de/ihm](http://www.frankfurt-school.de/ihm)

## Disclaimer

The contents of this brochure are current at the time of going to press. All information published in this brochure is intended merely to provide a general overview of the study programme: Frankfurt School of Finance & Management reserves the right to modify the curriculum, the schedule or any parts thereof. The same applies to the tuition fees and internal and external examination fees. For the latest updates, please contact our Student Services Office.

## Your contact persons:



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in partnership with

**HEC MONTRÉAL**



HEC Montréal was the first business school in North America to receive the three most prestigious accreditations in its field.