# Table of Contents

// 03 Foreword
A message from the Language Sub-Committee Chair and the President of the CEMS Student Board

// 04 Management & Business Communication vs. Language

// 05 MIM candidates with many languages
  // 05 Native language / mother tongue
  // 05 Two foreign languages
  // 05 Why three?

// 06 What are the CEMS languages?

// 06 The Common European Framework of Reference

// 08 Entry and Exit Requirements
  // 08 Entry requirements
  // 09 Exit requirements
  // 09 Swapping Languages
  // 09 Exemption from FL2 testing

// 10 The CEMS Management & Business Communication Test
  // 10 Written Test
  // 11 Oral Test
  // 12 Getting your grades
  // 13 Practice Tests

// 14 Reasons for not achieving the required level

// 14 How to register and ask for advice

// 16 Frequently asked questions

// 17 Annex:
  Members of the Language Sub-Committee
A message from the Language Sub-Committee Chair and the President of the CEMS Student Board.

Dear students,

An essential part of the CEMS MIM requirements is Management and Business Communication (MBC) testing in a foreign language. Multi-lingual skills are part of what it means to be a CEMS student and a CEMS MIM graduate, and it is an aspect that is appreciated by our Corporate Partners. As such, the work and importance of the CEMS Languages for Communication in Management Sub-committee (LSC) cannot be emphasised enough.

The CEMS LSC is continually revising, improving and challenging the “status quo” to ensure that the content, the process and the level of testing are comparable between schools, and that all students are treated equally regardless of where the testing takes place. Not only is the LSC dedicated to ensuring this, it is also working towards improving the options available to all students, both with regards to the information and preparation material available as well as with creating new opportunities and settings where the students can acquire and show their MBC abilities. In other words, the LSC is there to make your MBC testing experience the best possible.

This guide has been created to provide you with information about both CEMS entry and exit requirements for Management and Business Communication in Foreign Languages. The guide includes the formal requirements that you as a student must work towards in order to pride yourself with the CEMS MIM title. We therefore strongly encourage you to read the guide carefully as we are sure that you will find most if not all of the information you need. In case the guide does not provide you with a clear answer to your inquiry, a contact list with the name and e-mail address of the LSC representative at each school can be found at the end of this guide.

However, the guide cannot tell you how to learn or perfect your MBC foreign language skills. It is here that you have to play your part. All students take different routes in order to reach the required level, but common denominators can be found. If possible do one of your CEMS electives in your foreign language, read the local press and especially the business section on a regular basis, complete an internship in the region or simply use the CEMS social network to practice. Maybe the most important learning point is to get started early. Management and Business Communication in a Foreign Language is not easily learned. It takes all of us time to perfect and master business communication even in our native tongues.

So do yourself a favour and take the time to read this guide, which will help you find the path that will lead you to successful completion of the Management and Business Communication Test in a Foreign Language.

Best Regards,

Prof. Michael Brookes
LSC Chair

Marco Proto
Student Board President 2011
WHY DOES CEMS SPEAK ABOUT MANAGEMENT AND BUSINESS COMMUNICATION (MBC) INSTEAD OF LANGUAGE?

The goal of your CEMS education for the Master’s in International Management (MIM) is to prepare you for the world of business. A fluent, native speaker of English might use the word “equity” in everyday conversation, for example, but not know that in the world of finance that word has an additional meaning of “ordinary shares” of a limited liability company. Even the word “ordinary” here does not reflect the ordinary meaning. This demonstrates how language destined for Management and Business Communication simply differs from general language. If your colleague in a business meeting suggested “taking the motion off of the table” would you know what to do? Language is where the journey begins... MBC is the destination.

CEMS wishes to equip you with the MBC skills that you need in order to excel in your career, starting on the first day at your new position. To ensure that this happens, you will need to demonstrate more than general language skills – you will need to acquire and use MBC skills. For this reason, we do not speak of “language and language testing” at CEMS – we speak of “MBC and MBC testing.”

The rest of the world, on the other hand, uses the word "language" almost exclusively. Indeed, because CEMS lives and operates in the world, we too must speak of languages on occasion. CEMS is known to the world for its “multi-lingual MIM programme and candidates” – not its “multi-MBC” features. Those unfamiliar with the CEMS terminology will routinely refer to your “native language” and your “foreign-language skills.” As a CEMS MIM candidate, however, you should remain clear that your “language test”, as some will call it, is really an "MBC test." When the time comes, you will notice that your test paper says, “CEMS Test for Management and Business Communication” on the cover.
Until recently, CEMS was an exclusively European community, emphasising the multiplicity and proximity of varied (European) languages.

The traditional MIM candidate profile calls for a minimum of three languages: a native language (also commonly called mother tongue) and two additional languages. The inclusion of more students with a background from outside Europe has ushered in a new era and a new reality. Cultures and practices have unfolded in parts of the world that are distant from the historical European core in ways that are not typical of the European experience. As a result, it is often the case that candidates from non-European backgrounds are exposed to fewer foreign languages, and accordingly acquire fewer.

CEMS has weighed this matter carefully and decided to favour multicultural aptitude skills as well as languages. Therefore, some candidates are required to demonstrate skills in only one foreign language (students spending two terms abroad: tri-national track); others must demonstrate skills in management and business communication in two foreign languages (students spending one term abroad: tri-lingual track). This is explained further in “Exemption from FL2 testing” (page 9).

**NATIVE LANGUAGE / MOTHER TONGUE**

You may declare any language that you wish as your mother tongue. You can declare more than one mother tongue. You will not be tested in your declared mother tongue(s), but you must have the “ability to speak and write the language adequately for professional purposes”. In some cases, students have to sign an honour statement declaring their language abilities in the declared mother tongue(s).

**TWO FOREIGN LANGUAGES**

The candidate declares a First Foreign Language (FL1) and a Second Foreign Language (FL2) from among the “CEMS Languages”. Please see the list on page 9.

English must be either the mother tongue or the FL1. In other words, if you do not declare English as your mother tongue, you must declare it as your FL1. The exit requirements (see page 9) for FL2 are lower than those for FL1. Native speakers of English should, therefore, declare their stronger foreign language as FL1. Some combinations of languages that are very similar are not acceptable (e.g. Danish/Swedish/Norwegian, Catalan/Spanish, Czech/Slovak). If in doubt about this, contact the CEMS LSC member at your school.

Some candidates declare more than two foreign languages. In fact, you may declare and be tested in as many of the 20 CEMS languages as you master. All languages that you test in will be listed according to your performance on your CEMS MIM Certificate upon graduation.

**WHY THREE?**

The business community is looking for the best new talents – those who can offer the most. Our CEMS Corporate Partners ask for graduates with a diverse and rich array of intercultural communication skills. You, the candidate, come into the MIM programme with the desire to develop this mindset. You leave with the proof of being operational in at least three different cultural communication environments.
What are the CEMS languages?

CEMS offers you 20 languages to be declared as FL1 and FL2. They are, in alphabetical order:

- Chinese (Mandarin)
- Czech
- Danish
- Dutch
- English
- Finnish
- French
- German
- Hindi
- Hungarian
- Irish (Gaelic)
- Italian
- Japanese
- Norwegian
- Polish
- Portuguese
- Russian
- Spanish
- Swedish
- Turkish
- Finnish
- French
- German
- Hindi
- Hungarian
- Irish (Gaelic)
- Italian
- Japanese
- Norwegian
- Polish
- Portuguese
- Russian
- Spanish
- Swedish
- Turkish

The Common European Framework of Reference

For the purposes of assessment and classification of a candidate’s language and MBC skills, CEMS adheres to the Common European Framework of Reference for Languages (CEFR). A helpful set of descriptors of the CEFR levels arranged as a “can do” list is included on the CEMS website, and more information can be found online at www.coe.int/T/DG4/Portfolio/?L=E&EM=/main_pages/levels.html.

Briefly, there are six levels on the CEFR scale (C2, C1, B2, B1, A2 and A1), where a proficient speaker is classified as C2 and a beginner as A1. You will not be tested in your mother tongue. CEMS strives for maximum uniformity in its treatment of students, especially regarding their language skills. However, the ever greater diversity that exists among individuals with differing international backgrounds and experience has made it clear that one rule cannot be applied to all. As a result, a number of options have been established for satisfying the CEMS language requirement. These are described in the next section.
ENTRY REQUIREMENTS

ENGLISH
The entry requirements for proficiency in English are the following, and proof of compliance with the criteria must be submitted before the candidate will be allowed to begin the MIM programme. One of the following six options:

- CAE (Cambridge University, Certificate of Advanced English), with a grade of B or higher (or a Proficiency Certificate)
- IELTS (International English Language Testing System) score of 7 or higher
- TOEFL (ETS, Test of English as a Foreign Language) three possibilities:
  - PBT (paper-based test) score of 600 or higher
  - CBT (computer-based test) score of 250 or higher
  - iBT (Internet-based test) score of 100 or higher
- A CEMS accredited course (offered at some CEMS schools), with a result of C1 or C2
- An undergraduate degree or a diploma of secondary education taught completely in English
- A-level GCSE issued in Singapore

OTHER FOREIGN LANGUAGES
Entry requirements for other languages are generally more relaxed. As you will see your exit requirements vary considerably depending on whether the language is your FL1 or FL2, and if English is your mother tongue. Your Master’s degree coursework and CEMS classes/seminars etc. will keep you very busy, and your time will be precious. There is time to improve your skills in your FL1 and FL2 (from B2 to C1 or A2 to B1, for example), but it is unwise to expect dramatic gains, especially in a language that you are weak in. As a result, upon entering the MIM programme, your FL1 and FL2 skills should be at or very near the exit levels that you will have to demonstrate, and depending on your situation, you may be asked to provide documentation in support of your FL1 and FL2 language skills.

As with English, you may submit previously earned degrees to your selection committee for their consideration. An undergraduate degree or a diploma of secondary education taught in the appropriate language may be accepted (check with your school’s LSC member early in your application process if you wish to submit such credentials). Certificates awarded through “commercial exams” testifying to specific CEFR skill levels are also accepted.
EXIT REQUIREMENTS

FOREIGN LANGUAGE 1
Your minimum overall skills in oral communication must be C1. Your minimum overall skills in written communication must be C1.

FOREIGN LANGUAGE 2
If you declare English as your mother tongue, Your minimum overall skills in oral communication must be B1. Your written communication skills will not be tested (automatic waiver).
If English is not your mother tongue, your minimum overall skills in oral communication must be B2. Your minimum overall skills in written communication must be B1.

CEMS provides different ways to satisfy the exit requirement and to demonstrate your business communication skills. These are the following:

// CEMS Test for Management and Business Communication in the appropriate language (see a description of the MBC test on page 10).
// “CEMS Accredited Course.” These are special courses offered at several CEMS schools. Please note that not all languages have Accredited Courses, and not all schools offer the courses. A list of Accredited Courses is available at www.cems.org/mbc.
// “Commercial Exam.” These are external language tests accredited by CEMS. A full list is available at www.cems.org/mbc.
// Secondary education / undergraduate degree / Master’s degree that was entirely taught in the designated language. These can even be in a non-CEMS language (i.e., in any language), but you need to check with the LSC Member at your school.

SWAPPING LANGUAGES
Students declare their languages upon acceptance to the CEMS MIM Programme. If your third foreign language knowledge improves faster, you may register it as your FL2. Previous test exam trials, whether passed or failed, will still count even if you swap to another language (e.g. if you fail your FL2 exam trial twice and then switch your FL2 to another language you have one trial left).

EXEMPTION FROM FOREIGN LANGUAGE 2 TESTING
The MIM programme includes the “tri-national track” option, in which the candidate will spend his/her second term abroad either:
// outside the country where the candidate's undergraduate degree (or equivalent) is issued; or
// outside the country where the candidate's Master's degree is going to be issued.
Candidates who include the tri-national track in their study programme are exempted from examination in the FL2.
Check with the CEMS Programme Manager at your school if you would like more information.
The CEMS Management & Business Communication Test

MBC TESTS ARE OFFERED TWICE PER ACADEMIC YEAR – IN SEPTEMBER AND APRIL – AT ALL CEMS SCHOOLS IN ENGLISH.

Testing in the other 19 languages will be arranged for you upon request at your home school and, subject to local availability, also at the school(s) where you will spend your term(s) abroad.

Please note that for some less requested languages, there is only one or two accredited test location(s) for the oral part of the exam.

Please contact your local CEMS Programme Manager before the start of your MIM year to plan your examination opportunities.

There are two major parts to the MBC test: written communication and oral communication. Each of these has two sections, making a total of four: Written A, Written B, Oral A, and Oral B.

// WRITTEN TEST
………..

WRITTEN A: listening comprehension
You will listen to a recording from which you will extract information to use appropriately in a specified writing task. You will hear the recording twice, and you are free to take notes as you wish.

WRITTEN B: reading comprehension
You will read a text from which you will extract information to use appropriately in another specified writing task. After listening to the audio recording, you will have three hours to complete both writing tasks.

The tasks for Written A and B typically include things like:
// writing a detailed report or proposal (memo),
// writing a detailed company profile,
// writing a detailed analysis or problem-solving exercise.

The length of your writing response will depend on the specific task you are addressing. You must write in pen/ink; pencil is not accepted. You may use a monolingual dictionary at any time during the test (no bilingual dictionaries are allowed). Bring your own dictionary if you wish – it must be free of any notes, etc. – or use the dictionary that is provided in the test centre. Access to online dictionaries is not allowed for either the written or oral parts of the test.

The written papers are sent to the school that authored the test, and graded there by specially trained test evaluators. The evaluation criteria for Written A and Written B are identical, but the pass levels vary according to whether the test is for your FL1 or FL2.

The criteria that will guide the test readers during test evaluation are the following:

// Task achieved, yes/no
// Content and organisation
// Coherence and cohesion
// Range of vocabulary
// Accuracy of language
// Generating original work (not parroting back the input materials)
ORAL TEST

ORAL A: presentation

You will give an 8–10 minute business presentation, based upon preparation materials provided to you. You are encouraged to make and use visual aids if you find it appropriate to do so. At most schools this will usually be transparencies on an overhead projector. Some testing centres have facilities to make PowerPoint slides. If you are at one of these schools, you will be supplied with a computer that has no Internet connection, and a blank memory stick. You may not use your own laptop computer.

You may be asked to:
// present a specific case or project with a suggested plan of action;
// explain the workings or structures of your company to investors, new employees, or the press, etc;
// sell, promote, or introduce new products or services.

You will have 90 minutes to prepare your presentation and may use a monolingual dictionary.
ORAL B: interaction with others

You will take part ("role play") in an interaction (e.g., meeting or negotiation) that will last a maximum of 15 minutes.

You may be asked to:
// participate in a business meeting (internal or external),
// conduct negotiations with clients, suppliers, subcontractors, competitors, etc. about selling, making contracts, signing agreements, establishing co-operation, etc.

You will be given specific materials to examine and you will be assigned a role. You will have 30 minutes to prepare and may use a monolingual dictionary.

Your evaluation on the Oral part of the test

Your Oral performance is assessed by specially trained examiners who witness your performance first-hand. You will receive one Overall Result on the Written part of the MBC test, and one Overall Result on the Oral part.

The Oral examiners will assess your performance on Oral A and Oral B separately, by evaluating a number of individual criteria (see below), and then "averaging" those several criteria evaluations into a single "average grade" for each (i.e., an "average grade" for Oral A, and an "average grade" for Oral B). The lower of these two "averaged" grades determines your final, Overall Oral Result. As an example:
average grade, Oral A = B2
average grade, Oral B = C1
Overall Result for Oral test = B2
(the lower of the two average grades)

The criteria that will guide the examiners are the following:
Both Oral A (presentation) and Oral B (interaction)
The evaluation criteria for Oral A and Oral B are identical except that Oral A includes "content management" (see below) and Oral B includes "discussions and meetings" (see below).
// Task achieved = yes/no
// Business-like presentation = yes/no

Your Oral A presentation must meet the criteria of a business-like presentation in terms of audience focus, presence, persuasiveness, eye contact, body language, use of notes and enthusiasm.
// Spoken fluency
// Coherence and cohesion
// Content management
// Range of vocabulary
// Accuracy of grammar
// Phonological control
// Discussions and meetings (the way you handle the situation) (Oral B)

GETTING YOUR GRADES

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You will find your test grades in your private zone at www.cems.org. The grade on your Oral test will probably appear first, as the Oral test examiners deliver them very soon after the test. The Written tests take longer, and you should expect to find them posted online within a few weeks.

The papers are read and graded by readers at the school authoring the test, and if a large number of candidates took that test during that particular test period, the evaluation may take some time.

If you do not reach the required level on one or both parts of the MBC test, you can obtain feedback about why, so that you can focus on improving your weaknesses before the next attempt.

Contact your LSC member or CEMS Programme Manager to arrange a time to review the comments of the examiners and readers.

If you fail one part of the MBC test and pass the other, it is not necessary to repeat both parts.
YOU WILL FIND YOUR TEST GRADES IN YOUR PRIVATE ZONE AT WWW.CEMS.ORG.

PRACTICE TESTS

Downloadable practice tests are available for a number of languages at www.cems.org/mbc/preparation, and your school’s LSC member may be able to provide you with other practice materials.

If you are unable to obtain practice tests in certain languages, you are encouraged to review the other language exams in order to get a feel for the content and structure of the exams in general. If possible, it is an excellent idea to speak with your CEMS MIM colleagues who have already taken the MBC test(s) for their reactions and first-hand advice.
Reasons for not achieving the required level

// Serious and frequent grammar errors
// Lack of general vocabulary – and especially management and business vocabulary – preventing the candidate from fully expressing what (s)he wants to say, or causing misuse of key words
// Serious pronunciation issues that interfere with intelligibility
// Marked interference and "carry-over" from the features of the mother tongue
// Argumentation that is unclear, vague, ineffective, or inefficient
// Frequent hesitations, obvious searching for words, inadequate mastery of the language that causes misunderstanding, confusion, loss of meaning, irritation, or fails to hold the interest of the listener(s)

Your test may be graded as "not rateable" when the communication effect was so poor that the act failed:

// Misunderstanding of the key information in the input (preparation) materials
// Saying or writing things that are irrelevant
// Parroting the input materials back
// Reading aloud straight from one’s notes or from the visual material
// Not understanding what is expected regarding the task
// The “business report” was not a business report but an essay, a letter, a casual note, a summary
// Illegible handwriting

How to register and ask for advice

You can register for the MBC test(s) online in your private zone of the CEMS website. For questions relating to the CEMS MBC test and languages in general, please contact the member of the CEMS Language Subcommittee. For help with registration for MBC tests or for administrative issues, please contact the CEMS Programme Manager.

Because the two test parts are graded separately, you might discover that you pass the Written part, for example, but fail the Oral. You might also pass Oral A, for example, but fail Oral B, in which case the overall result for the Oral test will be “fail.” If you fail either part (either Oral or Written), you do not need to repeat both parts. You register for the Oral and Written parts separately, so register to repeat only the part of the test that you still need to pass.

Generally the registration period is 3 - 4 weeks and schools close the system three weeks before the testing period starts. After you have registered to take an MBC test, you can withdraw from taking the test maximum two weeks before its due date. After that an official (medical) certificate will have to be presented so as not to lose a trial. If for any reason you do not appear for an MBC test that you have registered for, you are a “no-show”. This counts as an attempt, and is recorded in the CEMS database as an ungraded attempt. You have a maximum of three attempts (graded or ungraded) per language, so do not waste one!
FREQUENTLY ASKED QUESTIONS
01 // CAN I INCLUDE MORE THAN TWO FOREIGN LANGUAGES IF I WISH?
Yes, you can. You may declare as many of the 20 languages listed in page 6 as you wish, and all of the languages that you test in will be listed on your CEMS MIM Certificate when you complete the programme. Your FL3, if you choose to declare one (and FL4, etc.) will be tested to the same skill level as your FL2. Even if you only obtain a B1 or A2 level, this will feature on your diploma if you so wish.

02 // CAN I TAKE MY MBC TEST(S) AT ANY SCHOOL – OR MUST IT BE MY HOME SCHOOL?
You may register for your MBC test at any CEMS school. Register online and check where the tests are offered. However, please remember that not all tests are offered at each school, and you may need to travel to another test centre.

03 // WHAT MUST I PAY FOR MY MBC TEST(S)?
Schools can only charge their own students, regardless where they take the test. Because of complex legal issues that vary from country to country, the various schools make this decision individually. Ask your home school CEMS Programme Manager what is the rule in your home school.

04 // MUST I SHOW VISUAL AIDS IN MY ORAL A PRESENTATION?
No, the preparation and use of visual aids is not a requirement for your Oral A presentation, but it is encouraged.

05 // CAN I USE POWERPOINT SLIDES?
You can, at some CEMS-school testing centres. Some schools have preparation rooms that include enough computers for all candidates who are testing. At other schools, students can use overhead projector slides.

06 // WHY ARE YOU VIDEO-RECORDING MY ORAL TESTS?
// in order to settle a dispute in the event that you think (really think) that you were graded unfairly (this protects both you and CEMS);
// to use as educational material for training new CEMS examiners;
// to use as preparation for other CEMS candidates in some courses.

07 // WHY SHOULD I AGREE TO LET CEMS SHOW THE VIDEO RECORDING TO OTHERS?
You do not have to. You will be asked to sign a statement that you do not object to the use of the recording for the second and third purposes listed above.

08 // I'M FLUENT IN THAT LANGUAGE! HOW IS IT POSSIBLE THAT I FAILED THE MBC TEST?
See page 14 of this book, where you will find many possible reasons listed.

09 // HOW CAN I FIND OUT EXACTLY WHY I FAILED? CAN I SEE MY TEST?
CEMS wishes that a failed test becomes a learning opportunity, and reasons for failure are clearly recorded by examiners and readers. Therefore, if you fail either or both parts of an MBC test and want to know exactly why – in order to improve the weakness and do better on the next test – ask the LSC member (either at your home school if you are there – or at your semester-abroad school if you are abroad) to show you the comments of the examiners or readers. She or he will obtain the comments and discuss them with you.

10 // WHAT IF I FAIL AN MBC TEST THREE TIMES?
The consequence of three failures in the MBC test in either of your declared foreign languages is serious – three failures (or any combination of failures and “no-shows” – see page 14 of this guide) means failure in the MIM programme. As a result, do not go into your MBC tests unprepared, and when you register for a test, be sure to appear for it.
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