

UGSM–Monarch Business School Switzerland  
Program Brochure



# Research Degrees In Management



UGSM-Monarch Business School Switzerland

# Welcome And Thank You For Your Interest In Monarch Business School Switzerland



**Monarch Business School brings together the top professors from the world's most recognized business schools and pairs them with high achieving students to produce scholastic excellence. Becoming a Monarch student means setting off on a journey of academic excellence with the best professors in the world.**

Monarch Business School Switzerland focuses on developing managers to become leaders that strive for the highest level of practice within their field.

Monarch Business School Switzerland is a unique value proposition helping practicing managers to capitalize on their existing experience through the flexibility of a research-only approach achieving academic excellence through the support of its top level faculty.

Whether you wish to focus on a professional degree, Doctor of Professional Studies, or an academic one, Doctor of Philosophy, Monarch Business School Switzerland has the resources to ensure that you are a success. We look forward to welcoming you!

*Dr. Jeffrey Henderson*

Dr. Jeffrey Henderson, D.Phil., MBA  
Dean of Studies

## THE SPECIAL CHARACTERISTICS OF MONARCH BUSINESS SCHOOL

- Research-only programs for practicing managers. Doctor of Professional Studies and Doctor of Philosophy programs available.
- Top faculty members from the most recognized Universities from around the globe.
- Flexibility of study mode means participants can work on their studies whenever and wherever they choose.
- A clear path to obtaining the coveted "Doctor" title through the ongoing support of the supervisor and administration.
- Freedom from the rigor of a set curriculum. Doctoral studies at Monarch follow the traditional form of intimate one-on-one supervision.
- Candidates from over 30 countries means strength in diversity and knowledge sharing
- At Monarch you are an individual with a unique study path.

## Proud Member Of



EUROPEAN  
COUNCIL FOR  
BUSINESS  
EDUCATION



# Monarch Business School Switzerland



**Monarch Business School is an high quality research University providing professional and academic research and course-based degrees in business and management studies. The focus of Monarch is to enable active professional practitioners to obtain the highest level of academic rigor through the traditional one-to-one supervisor-candidate relationship.**

At Monarch you begin a unique academic journey based on your own specific needs and experience. The programs are tailored to your specific research interest and the issues most important to you. This ensures that each candidate has the highest possibility of success on their way to obtaining the “Doctor” title.

The student body at UGSM-Monarch Business School includes people who are interested in pursuing advanced management degrees that provide a high

level of flexibility and freedom which also leverage their existing industry experience while maintaining a high level of academic rigor. Monarch Business School is made up of high calibre and experienced student candidates each following their own unique study plan.

**The programs are tailored to your specific research interest and the issues most important to you.**

The faculty at Monarch is likewise international and comes from the top business schools and universities from around the world. Through the traditional method of supervisor-candidate one-to-one support student candidates are supported and encouraged through each step of their study process. This intimate relationship based on the traditional European method means that each candidate is given the highest possibility of success to make their Doctoral goals a reality.



**Hugh Comerford**  
D.Prof. Candidate

**“Monarch has enabled me to remain focused on my career consulting to Fortune 500 companies while completing a Doctoral degree. I appreciate the flexibility the study method provides.”**

# Overview of Programs

Monarch Business School specializes in providing research-only graduate programs tailored specifically to each unique candidate. Applied programs for practicing managers that leverage their existing experience are offered in the form of the Doctor of Professional Studies, Doctor of Business

Administration, Doctor of Economics and Doctor of Finance programs. Academic programs in the form of Doctor of Philosophy in Business Research, Economics, Finance and International Business are offered to those looking for a more theoretical orientation.

## Monarch Program Structure - By Research

		24 Months		12 Months	
Applied Practical	Professional Studies	MProf	Thesis / Outcome & Research Methods Course		
		DProf	Research Proposal	Dissertation / Outcome & Research Methods Course	Viva Voce
Academic Theoretical	Business Research	MPhil	Thesis / Outcome & Research Methods Course		
	Economics Finance Int'l Business	DPhil	Research Proposal	Dissertation & Research Methods Course	Viva Voce

## Monarch Program Structure - By Taught Course

		24 Months		12 Months	
Applied Practical	Business Economics Finance	DBA DEco DFin	Course Work		Viva Voce
			Research Proposal	Dissertation / Outcome & Research Methods Course	

# Doctor of Philosophy

## Program Overview

The Doctor of Philosophy, D. Phil., is the pinnacle degree for academic studies and is offered within the domains of Business Research, Economics, Finance and International Business over a 36 month period. The purpose of the D. Phil. is to provide the candidate with a solid grasp of all aspects of business research at the doctoral level. Students pursuing this degree are interested in examining business issues from a theoretical perspective and are capable of carrying out independent research at a high level. Students entering this program have the intention of becoming professors within academic institutions or using their research skills within consulting companies.

## Structure

The D.Phil is comprised of a research methodology course taken immediately upon entry to the program. Once completed the student perfects his/her dissertation proposal for submission and acceptance within the first 6 to 12 months. Once the research proposal has been accepted the candidate enters the dissertation phase of the program and works with his/her supervisor to complete the dissertation work. When the final draft of the dissertation has been approved by the university the student is then allowed to defend the dissertation. The candidate must sit for the viva voce or doctoral committee required for the awarding of the D. Phil. degree. The evaluation of this degree is 100% based on the quality of the final dissertation presented to the committee.

## Manuscript

Each candidate is required to complete a D. Phil. dissertation that focuses on an academic topic of interest within the domain of management theory. The manuscript is required to be between 100,000 and 140,000 words. The study methodology used within the dissertation will be determined by the student as an outcome of the research methodology course. Students are expected to provide a thorough review of the academic literature of their selected field and provide new knowledge and contribution to their chosen field.



## Originality

A critical aspect of the D.Phil. program due to its overwhelmingly academic nature is a clear and precise original contribution that provides new knowledge to the academic domain. This is in contrast to the professional doctorates which contribute new knowledge to an existing business issues being experienced at an operational level.



Terje Tonsberg  
D.Phil. Candidate

“The Monarch experience is focussed on your progress as a scholar, researcher and thinker, and the key ingredient is a very close follow up by a highly qualified professor assigned to you. This is perfect for any post-graduate student.”

# Doctor of Professional Studies

## Program Overview

The Doctor of Professional Studies degree, D.Prof., is the pinnacle degree for the active professional manager. The purpose of the D.Prof. is to provide active managers with a flexible approach for the advanced study of a managerial problem important to their organization. Individuals pursuing this degree are interested in examining a relevant business problem from a “hands-on” practical perspective in order to derive applicable outcomes for their organization. Given the applied nature of the program it is considered an inter-disciplinary degree that focuses on the solution of real world problems to the organization. It is often pursued with the direct support of the candidate’s company due to the intrinsic value of the program to the operations of the work-place.

The degree is considered an alternative to the theoretical orientation of the D. Phil. in Business Research degree and Ph.D. degrees.

Individuals entering this program have the intention of building upon their significant practical experience in the work-place and taking that experience to the next level. The degree is appropriate for mid-to-senior level managers who have a minimum of 5 years experience.

## Recognition

The D.Prof. is an internationally recognized degree equivalent to other Doctoral degrees. The successful candidate is allowed to use the title “Doctor” as is customary with the D.Phil., DBA, and Ph.D. degrees. The degree is also referred to as a D.P.S.

## Structure

The program consists of a methodology course and the study outcome. The study outcome of the D.Prof. is typically a manuscript that identifies an applied solution to a current problem facing the candidate’s organization. Due to the applied nature of this program the study outcome may also be other types of work including: a critical computer program, a policy report, a detailed marketing report, new business venture, a book, etc. For consistency across programs candidates are required to complete a research methodology course that assist them in perfecting the design of their study.



**The Doctor Of Professional Studies is the pinnacle degree for the active professional manager.**

Once the research methods course is completed the student enters the study phase of the program and works with his/her supervisor to produce the study outcome. After the study outcome has been completed the student presents the final outcome of the study to the Doctoral committee with the support of their supervisor.



**Khalil Duplessis**  
D.Prof. Candidate

**“For a working professional such as myself working and living in the Middle East, the Monarch program is flexible to fit my schedule. I also found the cost of the program highly competitive.”**

# Doctor of Business Administration

## Program Overview

The Doctor of Business Administration degree, DBA, is the recognized standard for professional qualification within the domain of management for the practicing manager. The purpose of the DBA is to provide the student with a solid grasp of all aspects of management at the doctoral level as they are applied to the practice of the day-to-day operations of the firm. Students pursuing this degree are interested in examining management problems from an applied standpoint and wish to carrying out some research at a doctoral level. Students entering this program are active within industry or intend to enter professional business in the capacity of general or executive management or professional consulting upon graduation.

The degree is considered an alternative to the theoretical orientation of the D. Phil. in Business Research degree and Ph.D. degrees. Individuals entering this program have the intention of building upon their significant practical experience in the work-place and taking that experience to the next level. The degree is appropriate for mid-to-senior level managers who have a minimum of 5 year experience.

## Structure

The program consists of (7) core courses followed by a research output in the form of a manuscript. Courses include:

- Principles of Management
- Principles of Accounting
- Principles of Corporate Finance
- International Marketing Management
- International Managerial Economics
- Production Management
- Leadership/Organizational Behavior

The thesis component of the DBA is typically a manuscript that identifies an applied solution to a current problem facing an operating business.



**The Doctor Of Business Administration is the internationally recognized standard for the practicing manager.**

Once the core courses are completed the student enters the thesis phase of the program and works with his/her supervisor to produce the manuscript. After the thesis/manuscript has been completed the student presents the thesis to the Doctoral committee.



**Corrie Block**  
DBA Candidate

**“There were only two pieces of non-negotiable criteria for me when choosing a DBA program: quality learning and total flexibility. I found both of these at Monarch. The Monarch DBA gives me flexibility”**



# Doctor of Economics

## Program Overview

The Doctor of Economics degree, DEco, is the recognized standard for professional qualification within the domain of economics. The purpose of the DEco is to provide the candidate with a solid grasp of all aspects of the field of economics at the doctoral level as they are applied to the practice of the day-to-day operations of the firm and marketplaces. Students pursuing this degree are interested in examining management problems from an economics standpoint and wish to carrying out research at a doctoral level. Students entering this program are active within industry or intend to enter professional business in the capacity of general or executive management or provide professional economic consulting or manage the economic forecasting departments of financial firms.

The degree is considered an alternative to the theoretical orientation of the D. Phil. in Economics Research degree and Ph.D. degrees. Individuals entering this program have the intention of building upon their significant practical experience in the work-place and taking that experience to the next level. The degree is appropriate for mid-to-senior level managers who have a minimum of 5 years experience in economic forecasting or related disciplines.

## Structure

The program consists of (6) core courses followed by a research output in the form of a manuscript. Courses include:

- Principles of Economics
- Micro Economic Theory
- Macro Economic Theory
- Economics of Development
- Mathematics for Economics
- Political Economics

The thesis component of the DEco is typically a manuscript that identifies an applied solution to a current economic problem facing an operating business.



**The Doctor Of Economics enables the candidate to thoroughly examine a practical issue within economics at a very high level.**

Once the core courses are completed the student enters the thesis phase of the program and works with his/her supervisor to produce the manuscript. After the thesis/manuscript has been completed the student presents the thesis to the Doctoral committee.



**Dionysios Solomos**  
D.Eco Candidate

**“The economics program at Monarch enables me to continue my previous research from my Bachelor and Master in Economics and take it to a higher level. The professors have been a great help in assisting me to understand the responsibilities of academic publishing.”**

# Doctor of Finance

## Program Overview

The Doctor of Finance degree, DFin, is the recognized standard for professional qualification within the domain of finance. The purpose of the DFin is to provide the candidate with a solid grasp of all aspects of the field of finance at the doctoral level as it is applied to the practice of the day-to-day operations of the firm. Students pursuing this degree are interested in examining management problems from a finance standpoint and wish to carrying out research at a doctoral level. Students entering this program are active within industry or intend to enter professional business in the capacity of general or executive management or provide professional financial consulting or manage the financial forecasting departments of firms.

The degree is considered an alternative to the theoretical orientation of the D. Phil. in Finance Research degree and Ph.D. degrees. Individuals entering this program have the intention of building upon their significant practical experience in the work-place and taking that experience to the next level. The degree is appropriate for mid-to-senior level managers who have a minimum of 5 years experience in financial forecasting or related disciplines.

## Structure

The program consists of (6) core courses followed by a research output in the form of a manuscript. Courses include:

- Advanced Corporate Finance
- Advanced Investments
- Advanced Derivative Pricing
- Advanced International Markets
- Advanced Perspectives In Finance
- Advanced Real Estate Finance

The thesis component of the DFin is typically a manuscript that identifies an applied solution to a current financial problem facing an operating business.



**The Doctor Of Finance provides a solid practitioner orientation that enables candidates to assume the highest positions in industry.**

Once the core courses are completed the student enters the thesis phase of the program and works with his/her supervisor to produce the manuscript. After the thesis/manuscript has been completed the student presents the thesis to the Doctoral committee.



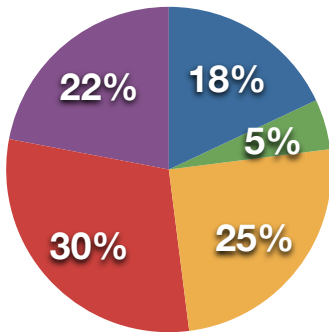
**Benjamin Rutimirwa**  
Ph.D. Finance Candidate

**“The finance program at Monarch provides me the ability to sharpen my skills for industry. I work in finance everyday and must know the latest techniques. Completing the Ph.D. Finance degree helps me to stand out from my colleagues and provides added value to my firm.”**

# Candidates

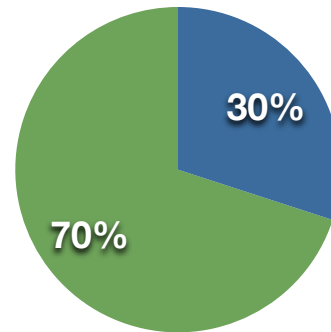
Students are the heart of UGSM-Monarch Business School Switzerland and is why we exist. At Monarch, students enjoy a high ratio of student to faculty members and have diverse interest in business and research. Our students come from many of the top universities of the world as do our professors.

### Geography



- North America
- South America
- Europe
- Africa
- Middle East

### Gender



- Male
- Female



### Recent doctoral workshop participants, held in Zug, September 2012

In attendance were candidates from 15 different countries including: Botswana, Zambia, Ukraine, Canada, Spain, Uganda, France, India, Ghana, Switzerland, Nigeria, Germany, USA & Holland.

# Key Faculty



**Dr. Lee Dahringer, D.B.A**  
**Dean of the Faculty**

Dr. Lee Dahringer holds the positions of Professor of Marketing and Dean of the Faculty at Monarch Business School. Before assuming his professorship at Monarch Business School Dr. Dahringer held the position of Dean at the Sellinger School of Business at Loyola University in Maryland from 2001 through 2008. He has also held Dean positions at the College of Business and Economics of West Virginia University (Morgantown) and at the College of Business Administration at Butler University in Indianapolis where he also held professorships in Marketing. Dr. Dahringer has also held various Director positions at the Goizueta Business School at Emory University in Atlanta. He also has experience in Europe and abroad having held the position of Director of the International MBA Program at Nijenrode Universiteit in The Netherlands as well as Visiting Professorships at the University of Innsbruck, Johannes Kepler University-Linz, Bocconi Business School-Italy, University of Queensland-Australia, H.E.C.-France, ESC-France, University of Lund-Sweden and the Indian Institute of Management-Bangalore. He has also held teaching positions at the University of North Carolina, the University of Colorado and Iowa State University.



**Dr. Norman Madarasz, Ph.D., D.Litt.**  
**Chief Academic Officer**

Dr. Norman Madarasz holds the position of Professor of Philosophy & Applied Ethics and Head of the Academic Council at UGSM-Monarch Business School. He is currently a Professor of Philosophy at the Pontifical Catholic University of Rio Grande do Sul State Brazil. Professor Madarasz is an international specialist on twentieth century French philosophy, especially of the transdisciplinary thought of Alain Badiou, Michel Foucault, Gilles Deleuze and Maurice Merleau-Ponty. He has edited and translated Alain Badiou's *Manifesto for Philosophy*, New York State University Press, 1999, and Alain Badiou's *Briefings on Existence*, with the same publisher in 2006. He has published over twenty essays and book chapters in peer-reviewed academic journals and publications over a broad range of questions related to ethics, politics, history, religion, metaphysics and logic. He has been an invited speaker at some of Brazil's leading universities, and co-founded the Brazilian "Research Nucleus" on contemporary French philosophy.



**Dr. Jeffrey Henderson, Ph.D., D.Phil.**  
**Dean of Studies**

Dr. Henderson holds the positions of Dean of Studies and is a Member of the Academic Board of UGSM-Monarch Business School. Before assuming the position of Dean at UGSM-Monarch Dr. Henderson was an affiliate professor at the Grenoble Graduate School of Business, France. Dr. Henderson has also been a lecturer for real estate finance within the Faculty of Management at McGill University, Montreal, as well as a guest lecturer for Corporate Social Responsibility at both the European School of Management, the University of Monaco and the London School of Business and Finance. Dr. Henderson returned to the academic field after a 20 year professional career in real estate development having held Vice-President positions at: Bentall Capital, Brookfield Properties, Kolter Properties and KPMG Canada LLP.

# Key Faculty



## **Dr. Julie Beardsell, DBA Dean of Academic Standards**

Dr. Julie Beardsell, D.Phil. holds the position of Dean of Academic Standards and Professor of Business & Digital Strategy at UGSM-Monarch Business School Switzerland while remaining active in the IT industry in a professional and international capacity. Dr. Beardsell holds a D.Phil. in Business Research from UGSM-Monarch Business School Switzerland and an M.Phil. Business Research Degree from Newcastle Business School, Northumbria University. She also holds Postgraduate Diplomas in Marketing, Advertising and Communications from Northumbria University and the London College of Communication. Dr. Beardsell is qualified and experienced in adult education and holds a Certificate in Education (CertEd) from the University of Portsmouth. Dr. Beardsell is a seasoned information technology and business professional holding the position of Global Portfolio Director at Logica, a leading business and technology service company.



## **Dr. Christos Antoniou, Ph.D. Member of the Academic Council**

Dr. Christos Antoniou is the ESRC/FME Fellow in International Business at The Centre For International Business of the University of Leeds. Dr. Antoniou holds the position of Member of The Academic Council of UGSM-Monarch Business School as well as Professor of Tourism Studies. Dr. Antoniou holds a Ph.D. from The University of Bradford (U.K.) as well as a M.A. in Entrepreneurship and Competitive Strategy from The University of Reading (U.K.). Dr. Antoniou has extensive experience in the private tourism industry that spans several decades as well as professional experience in real estate development. His research interests include managerial practices in International Business with a focus on Southeastern Europe, and especially the Economics of corruption. Dr. Antoniou is an active lecturer across Southern Europe and the Mediterranean. He has also held the position of Academic Director of Athens Metropolitan College.



## **Dr. Gary Keller, Ph.D. Professor of Management & Professor of the Year**

Dr. Keller holds the position of Professor of Management Studies at Monarch Business School Switzerland and is a recent recipient of the “Professor of the Year” award for the academic year 2011. Dr. Gary Keller holds a Ph.D. in Business Administration from Northcentral University in the US. He also holds a Master in Management Science from Cardinal Stritch University and a second Master in History from the University of Wisconsin at Milwaukee. Dr. Keller is presently a tenured Associate Professor at Cardinal Stritch University located in Milwaukee, Wisconsin, USA. He has taught on a full-time basis at the university for the past 12 years and prior to that as an adjunct faculty member for 11 years. Dr. Keller teaches global business policy and strategic management, management and leadership and organizational behavior at both the undergraduate and graduate levels. In 2002, the accreditation agency ACBSP, the Association of Collegiate Business School Programs, selected Dr. Keller as the Midwest Region 4 Teacher of the Year. From 1996 – 2003 Dr. Keller taught adult learners within two American university business programs in Malaysia, Singapore, and Hong Kong. Dr. Keller has written curricula for several universities and serves as a Master thesis director directing the capstone papers of more than 600 students.

# Key Faculty



**Dr. Donald York, D.Phil.**  
**Dean of Student Development**

Dr. Donald Oxford York holds the position of Professor of Leadership Studies at UGSM-Monarch Business School. Dr. York is an active health care professional instructor holding numerous certifications as well as holding the position of Fellow of the Heart & Stroke Foundation of Canada. He currently teaches Critical Care and Life Support procedures to new M.D.s during their residency periods. Dr. York holds a D.Phil. in Business Research degree from UGSM-Monarch Business School where he also earned a Master of Philosophy in Business Research with Distinction. He also holds a B.A. in Behavioral Neuropsychology from McGill University in Montreal. His areas of interest revolve around Health Care Administration and Leadership.



**Dr. Dimitris Koumparoulis, Ph.D.**  
**Assistant Dean of the Faculty**

Dr. Dimitris Koumparoulis, Ph.D., holds the position of Professor of Economics at UGSM-Monarch Business School Switzerland. He holds a Ph.D. in Economics and Doctor of Business Administration from Universidad Azteca in Mexico and an M.Sc. in Economics from Athens University of Economics & Business in Greece. He also holds a B.A. in Economic & Regional Development from the Panteion University of Political and Social Sciences in Greece. Dr. Koumparoulis has served at: the OSE's Economic Department, the National Bank of Greece, the Central Bank of Greece (Economic Research Division) and the Panteion University of Political and Social Sciences (Department of Public Administration – Economic Sector). Dr. Koumparoulis is also a Professor of Economics at the Universidad Azteca in Mexico. He is a permanent member of the Economic Chamber of Greece since 2003.



**Dr. Justin Kennedy, D.Phil.**  
**Regional Dean - Africa**

Dr. Justin Kennedy holds the position of Professor of Organizational Behavior and Regional Dean of Africa at UGSM-Monarch Business School Switzerland. He holds a Doctor of Professional Studies with UGSM-Monarch Business School Switzerland as well as a Bachelor of Social Science in Psychology from Rhodes University, South Africa. He is also a member of the Council of the Psychological Society of South Africa. Dr. Kennedy has held the position of Head of the Institute of Personal Excellence at the University of the Free State in South Africa. Professionally, he has held the position of Business Development Manager at Helicor a start-up research lab where FDA biofeedback protocols were developed.



**Dr. Muhieddine Ramadan, D.Phil.**  
**Regional Dean - Gulf Region**

Dr. Ramadan holds the positions of Regional Dean for the Gulf Region and is a Professor of Finance at UGSM-Monarch Business School Switzerland. He holds a D.Phil. in Business Research from UGSM-Monarch Business School Switzerland as well as an MBA from the American University in Dubai, UAE. He also holds a Bachelor of Business Administration from the American University in Dubai as well as a second Bachelor of Science in Business Studies from the Lebanese American University in Beirut. Dr. Ramadan has held adjunct professorships at several universities including: The Lebanese American University Beirut, The Lebanese Canadian University, The American University in Dubai, HBMeU and former ETQM, The Canadian University in Dubai as well as The University of Wollongong in Dubai.

# Program Summary

Program	Number of Courses	Research	Total ECTS*
<i>Doctor of Professional Studies, (DProf)</i>	<i>1 only, Research Methods for Doctoral Students</i>	<i>Manuscript or other unique study outcome</i>	<i>180</i>
<i>Doctor of Philosophy (DPhil) in Business Research Economics, Finance or International Business</i>	<i>1 only, Research Methods for Doctoral Students</i>	<i>Doctoral Dissertation 100,000 to 140,000 words</i>	<i>180</i>
<i>Doctor of Business Administration Doctor of Economics Doctor of Finance</i>	<i>7 + Research Methods 6 + Research Methods 6 + Research Methods</i>	<i>Doctoral Manuscript 100,000 to 140,000 words</i>	<i>180</i>
<i>Master of Professional Studies (MProf)</i>	<i>1 only, Research Methods for Master Students</i>	<i>Manuscript or other unique study outcome 40,000 word minimum</i>	<i>120</i>
<i>Master of Philosophy (MPhil) in Business Research Economics International Relations</i>	<i>1 only, Research Methods for Master Students</i>	<i>Master Thesis 40,000 to 80,000 words</i>	<i>120</i>

*Current Tuition Fee may be seen on the individual program pages on the main site at [www.ugsm-monarch.com](http://www.ugsm-monarch.com)  
All students registered in a program that includes a research component must complete the Research Methods course for their level in order to be eligible for graduation.\*ECTS represents the European Credit and Transfer Accumulation System.*

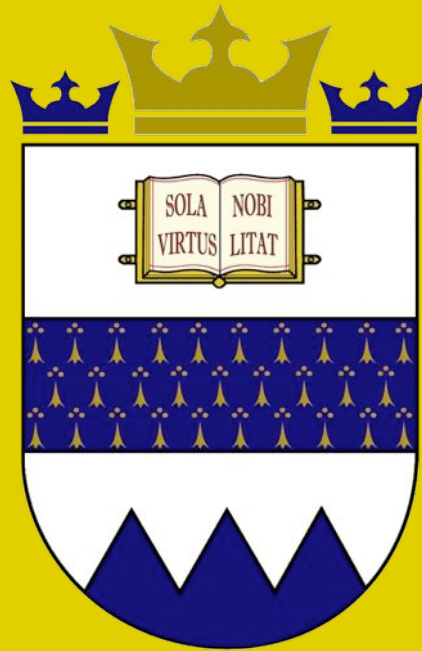
All enquires should be address to

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Tel: +0041 41 780 08 82

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Sola Virtus Nobilitat