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**MSM** | MAASTRICHT  
SCHOOL OF  
MANAGEMENT





## From the Management Team

Dear Students,

We are very happy to introduce the Yearbook for the academic year 2016-2017, a year in which we have welcomed so many excellent participants in our programs. Your drive, passion, intelligence, hard work and spirit not only filled the MSM building but brought you where you are now: with a prestigious degree behind your name. The determination and endurance you demonstrated, coupled with your newfound knowledge and skills, give us, the MSM Management Team, the trust that you are ready for the challenges lying ahead of you. You have also shown your commitment to science and democracy in joining us in the first ever March for Science in Maastricht. We were grateful to see so many of you marching with us and supporting the importance of independent scientific research.

During the same time that you were working hard to develop yourselves further during the academic year 2016-2017, MSM continued its efforts to safeguard and improve the quality of its programs. We received unconditional re-accreditation for our degree programs from IACBE and we have been awarded institutional accreditation by ATHEA. MSM also received a special commendation as runner up for the AMBA Innovation Award 2017. We launched various initiatives to step up our focus on technology and innovation management: we intensified our collaboration with RWTH Aachen University, launched a cluster of Executive Programs for managing the digital economy and established a unique Endowed Chair in Innovation Procurement.

These initiatives reflect one thing only: that our students remain firmly our prime concern. Therefore it is great that you have chosen MSM and we are grateful for your critical engagement during your studies, as this helps MSM to continue to grow and improve.

As our alumni and alumnae, you are now part of the MSM family. The facts and figures you have learned about management and business will be outdated in a short time. But the approach to life and personal joy will hopefully be of support to you for much longer. Thank you for coming to MSM. We look forward to staying in touch with you and learning about your achievements.



**Prof. Wim Naudé, PhD**

*Dean*

*Director Dean Research*

**Ms. Kati Kovacs, MPA**

*Associate Dean Global Education Programs*

**Mr. Meinhard Gans, MSc**

*Associate Dean International Projects,  
Executive Programs and Consultancies*

**Ms. Chantal Muyrers, BA**

*Associate Dean Finance and Support*

**Ms. Marion Rutten-Klerkx, MA**

*Director Human Resources and Legal Affairs*

**Ms. Gwen Wulterkens, BA**

*Executive Secretary to the Management Team*

## From the professors



**Sherif Badawy, MBA**

*Lecturer in Organizational Behavior, Culture and Change*

Being part of this diverse multicultural community is a privilege and working with you was a great pleasure. I positively remember the time we spent together, the tasks we had to complete and the challenges you had to go through to reach the spot where you are today. You are now part of the bigger MSM alumni and you should certainly profit from the support this group is offering. Yes, the world is becoming smaller by the day, but it is always important to remember that cultural differences will always exist and that we have to respect and be aware of those differences in our personal and business dealings. I wish you success in your life and careers. Do not forget to stay in touch with each other.



**Davy A.C. Cielen, MSc**

*Senior Lecturer in Business Data Analytics*

Don't live down to expectations. Go out there and do something remarkable. ~Wendy Wasserstein Congrats! You made it after an exceptional journey and I am proud to have witnessed it. After all this work, you not only gained a lot of knowledge but you have also become an MSM alumnus. Therefore whenever you want to seek advice, never hesitate to drop me a message as I will do the same. I wish you the best of luck in the next step of your career and look forward to hearing from you.



**Rita van Deuren, PhD**

*Assistant Professor EP Programs*

Dear participants of the MM3 intake, In January 2017 I had the pleasure to teach you the course Leadership & Management as part of the MSM Master in Management program. It was a pleasure to have you as students. You were very active, participating and eager to discuss and ask questions. Small in numbers, but great in performance. I hope you enjoyed the MSM MM program and I wish you all the best, both in your professional and personal life.



**David J. Dingli, MBA/M.Phil**

*Assistant Professor Operations Management*

Dear Students,

To all the students whom I have supervised or who have attended my course. You took a bold decision to pursue further studies at MBA or Masters level and I have no doubt that you had a strong motivation for doing so. You are now at the end of this challenging journey but as you look back you must definitely feel a sense of pride and achievement. You now have a new challenge lying ahead of you and that is to implement what you have learned in the businesses you will be leading. You now have the skills to shape companies, markets, nations and the world if you so wish. Good luck in everything you chose to do; I have no doubt that you will all succeed.



**Prof. Geert Heling, PhD**

*Professor of Organizational Behavior*

To all participants, another year is over. A year quite different from other years. More intense, full of hard work, and ups and downs. But also with new friends, network contacts, as well as business and career opportunities. It has been a pleasure to work with you. I will not forget the great discussions we had, fueled by interest, eagerness and dedication. And also the jokes and the laughter. Having seen so many promising talents, interests, and so many different cultural backgrounds, I am confident that you all have grown, professionally and as a person. Life is about changing all the time! All of us will move on, in whatever direction life will take us. But never forget this wonderful year and what it brought you: the experience, the success, and above all the magic moments shared with the people you met. Do stay in touch with us and each other, as we are now connected as members of the growing global MSM community. Wishing you all the best.



**Laura Ipacs, FCCA/MBA/MA**

*Lecturer in Accounting and Financer*

Financial statements and the story behind them: this is what we went after during our most enjoyable Accounting and Cost Management course. The fundamentals of reading numbers in business and in your personal financial affairs must not be underestimated. Your professional attitude, numerous questions and our break-time and after-class discussions bring back many wonderful memories of the long days we spent in class. I read your assignments afterwards with great joy at seeing how much we had achieved in such a short time. I have definitely stretched you to your limits, and I am sure you have become much more resilient and fluent in financials as a result! Remember us and use what you have learned wisely. I am proud to have taught you!



**Dr Stephanie Jones**

*Associate Professor of Organizational Behavior*

It has been a very exciting year for all of us at MSM and I have been lucky enough to be around to work with our Master's students on several occasions - with our classes on Managing Cultural Diversity, Quality Management and Leadership and Organizational Behavior and Leadership and High Performing Teams. We've started new initiatives in career development and building self-awareness. We've had outings and guest speakers and exhibitions and all kinds of new interactive and fun events. And lastly we have had great student parties and long evenings putting the world to rights. Isn't this what being a student is all about?!



**Terry Kakeeto, PhD**

*Assistant Professor in Marketing*

It is again that time of the year when we have to bid you farewell after your successful completion of your studies at MSM. Though it is inevitable to say goodbye, the good memories that we have shared will remain forever. As with the previous MM group, the energy levels remained at an all-time high despite the strong pressure from all corners. The group dynamics were amazing. It was great spending some time with you in class and getting to know you a little bit more. I wish you a lot of success with the next steps in your lives and look forward to seeing you again hopefully at MSM when you make a decision to embark on your next academic endeavors.



**Prof. Luc Keuleneer**

*Lecturer in Finance*

Teaching for MBA33 at MSM was a great experience for me! Having such an interesting and international MBA-group of very motivated people in the room is rather exceptional for a lecturer. Challenging questions made the teaching unforgettable for me. I have no doubt that this group is going to make it! All the best!



**Barbara Knup, MA**

*Lecturer in International Marketing*

Dear MSM graduates,  
another milestone has been reached in your lives, one whereby a new set of opportunities and options lie in front of you. I wish each one of you a great future full of success, strengthened through the experiences and knowledge obtained at MSM. As always, it has been a pleasure to teach such a multicultural and diverse group of students, especially in broadening your horizons and outlook on the diverse environment we are living and working in. Each one of you has also contributed to the learning of your class, through sharing your own unique backgrounds and experiences. Understanding and working in an ever changing environment is fundamental to achieving success. Good luck in your future endeavors in making a difference.



**Paul Marer, PhD**

*Professor of International Business*

Dear Graduates,  
Having taught in graduate business programs around the world for decades, I found interacting with you both an unexpected source of pleasure, but also quite a challenge. The pleasant surprise was the tremendously interesting backgrounds that you all have: mostly in engineering, and from so many countries. Another source of satisfaction was the excellent job just about all of you did in preparing, in just a few days, the challenging group presentation assignments. The originality of your conceptualizations and efforts to deliver your message were impressive.

The unexpected challenge was to try to have all or most of you - more than 60 in my course - involved in class discussions, and to grade all your assignments on a timely basis. I hope that one key take-away for you from my IB course is the great importance of effective written, oral, and slide presentations, not only in the classroom but throughout your career. I wish you real success in your all your professional and personal endeavors.



**Oliver W. Olson, MBA**

*Director Global Education Programs / Senior Lecturer of Marketing & Strategy*

Dear MBA and MM students,  
I have the unique honor, as both your Marketing lecturer as well as the Director of Education, to watch your growth and progress before, during and after your studies. I am constantly amazed at the tremendous change that is possible in only one year of a Master and MBA. Our full time programs are a wholly unique experience of which I am jealous! When I studied my MBA 17 years ago, I was not able to take part in the full time international experience that you have been a part of. I know that you will look back on this year with fond memories for the rest of your life. (Although I am sure that right now, as you struggle to keep up with the workload, it does not feel that way!) I encourage you to use the 'most important' slides from my class, not just for Marketing... and not even just for the MBA or MM... but for your life. Remember to always know your customer 'the 2' before you start your conversation. Always remember how your

customer defines Value and know how you deliver Value... then the conversation is easy, 'the 3'. As you enter the job market, these tools will help you find the right employer and for the employer to see the Value that you deliver. You will always be welcome back here to Maastricht.... your new second home!



**Joris Stadhouders, MSc**

*Assistant Professor of Management Information Systems*

Dear MBA graduates,  
dear MiM graduates, You certainly demonstrated your learning skills during the courses on Global Supply Chain Management! You tackled the challenging topics, and worked well in teams to analyze and discuss cases, and to present them. I trust that your memories of MSM, Maastricht and Netherlands are good, as good as our memories of taking the MBA and MM classes. With confidence I can state that I expect all of you to do very well in the future. Congratulations with your achievements!

## From the staff



**Karen Tromp**

*Officer Global Education Programs - MBA*

Dear MBA33 students,  
Time flies by so fast, I can still remember clearly the first day we met; during the reception you were looking out for your fellow MBA colleagues with whom you were about to share an intense year with. Then I saw you slowly form a group that became closer each day. A group of individuals from different countries, different backgrounds and different cultures, all with different expectations and worries for the year to come became a close group of friends. During the introduction weeks you not only got to know your fellow MBA colleagues but also the students from the residential MM group and the MSc students from RWTH Aachen. You all prepared some great dishes for the International Dinner and had lots of fun during the teambuilding day.

During the first course (Managing Cultural Diversity) you had the chance to meet the students from the MSM MBA program at CENTRUM Peru who were having their four-week study trip at MSM Maastricht and throughout the year you welcomed the occasional students from GISMA Germany, MSM Romania, UTMS Macedonia and the transfer students from CBA Yemen and HRD Kuwait in your group and made them feel at home at MSM.

All in all, a truly international experience in a year filled with courses, exams, assignments and project writing but also with some time for traveling and having fun. For many of you a year far from home and without your families and friends, although some of you took on this challenge together with your spouse! In this year you have overcome many challenges. You have learned to perform under high pressure. But you have also shared many moments of happiness and joy with fellow students and in the process you have made friends for life.

Now, almost one year later you will leave MSM much wiser, enriched with many experiences and friendships and with a broader view. Aspects that will help you in your personal life and your future career. Some of you will continue their career back home and some of you will pursue a career in The Netherlands, a career which I sincerely hope will fulfil your interests and dreams in every way. But although hard work and reaching your professional goals all seem so meaningful never forget the most precious things in life such as friendship, family and good health.

Dearest MBA33 students, it was a great pleasure getting to know you and having the opportunity to be a small part in this experience. I wish you all the best and I hope you will all stay in touch.







**Maud Jeukens**

*Officer Global Education Programs - Master in Management*

Dear MM2 students,

First of all, I would like to warmly congratulate you on graduating from the Master in Management Program! This is a great achievement, of which you can be very proud. It has not always been easy; struggling through exams, dealing with challenging assignments, giving presentations and of course, working on the Final Project. Luckily, there was also time for fun and social activities, like the visit to the European Union institutions in Brussels, celebrating carnival, the Introduction week activities, but also activities that you did outside of MSM.

As you started your program in the middle of the academic year, you joined a classroom with students who had started their program a few months earlier. After they graduated, a new group of students joined your classes. All of you were able to adapt to these continuous changes, and to use the changing environment to your advantage. Although you were only a small group, all of you represented completely different personalities, ideas and talents, and you were always able and willing to easily adapt to changes and challenges. Keep this attitude, and I am very sure all of you will succeed in your future. It was lovely to work with you and I wish you all a very happy and successful life.

Dear MM3 students,

Approximately one year ago you arrived here in Maastricht. It has been an intensive, busy, challenging, but also an exciting, fun and enjoyable year.

You have been an enthusiastic and positive group of students who were always ready for any activity that was organized by MSM; in- or outside the classroom. From the very beginning, you

were a solid unit, who not just enjoyed each other's company, but also was always willing to help one another. You will leave MSM with new friends, a lot of different experiences, an expanded knowledge and I am sure all of this will help you in the future!

It was a true pleasure working with you and getting to know all of you. I wish you all the best in your further career and personal lives!



**Pilar Gonzalez Vigil**

*Education Officer Global Education Programs - MME Programs*

Dear MME students,

It has been my pleasure to support you during your studies at MSM. You selected a challenging two-year MSc program in Engineering and Management, and you adapted in a great manner to two demanding academic institutions, RWTH Aachen University and MSM. Now you are fully involved in your internship and master thesis after an intensive year of management courses at MSM. We hope that you will think about your lectures, case studies, team work, network opportunities, the company visit to Weir Minerals, the team building day with the MBA and MM programs, besides social activities as the International Dinner, and realize that all these experiences added value to your careers. You are a group of talented young professionals, and it has been our honor to be a part of your professional development. We are excited about where your paths will lead you from here. Wish you all the best with your career and personal life!



**Manon Souren**

*Officer International Projects, Executive Programs & Consultancies*

In the year 2016 - 2017, 15 different Executive Programs took place in which we welcomed 113 participants from all over the world.

Dear EP students, you flew to Maastricht from all around the world. For some of you it was the first time to visit the Netherlands or even Europe. We “knew” each other a little bit, because of the many e-mail messages we sent you before your arrival but it was always exciting to meet you in person on Monday morning during breakfast and match your faces to your names! Every group was different but it was always a pleasure having you here in Maastricht.

At the beginning of each course, individuals coming from different parts of the world came into the classroom. At the Closing Ceremony, we witnessed a group that had become very close in a very short period of time and built lifelong global friendships. It was always hard to say goodbye!

We hope that you will carry the knowledge you have gained at MSM in your backpack, not only the knowledge and skills you have learned from our lecturers and textbooks, but especially the knowledge you have learned from each other.

We hope that all of this will contribute to your own empowerment and to the support of your organization.



**Hermina Kooyman**

*Deputy Director Global Education Programs / Manager Enrollment and Career Services*

Dear students,

It was an honor and real pleasure for me to work with you and watch you grow throughout the year! Congratulations on finishing this year successfully!

Good luck with the next steps in your career! As the last phrase of the poem from Invictus goes:

*'It matters not how strait the gate,*

*How charged with punishments the scroll,*

*I am the master of my fate,*

*I am the captain of my soul'.*

May your dreams come true and your goals be achieved!



**Denise Dupont, Kim van Honk, Adriana Seclaman, Stef Bolte**

*Enrollment Management*

Congratulations on your achievements from all of us in the Enrollment Management team!

So many of you travelled from far away to be part of MSM and helping you make that journey has been a highlight of our year. Most of all, though, we've enjoyed seeing you in and around the MSM building enjoying your classes and spending time with a wonderful group of students. It's been a pleasure getting to know you.

Our hope is that your experiences at MSM will help you meet your aspirations in your careers and personal lives. We wish you all the best, and we hope you keep in touch and to see you again at our alumni events.



**Iris Weijenberg**

*Manager Information Office*

Dear students, it's my great pleasure to congratulate you all with your Master degree in the pocket! You survived one year of very hard work, a year full of challenges. It was amazing to see how well you all adjusted to Maastricht and the Dutch culture, in spite of being far away from home, family and friends, and to see how some of you even mastered a bit to the Dutch language! But more importantly, you gained a lot of knowledge which you can use in your respective jobs and personal lives.

I will remember all the moments I shared with you: from the first introduction in the Information Center to the literature search lecture, and from your questions about referencing to returning all the borrowed books. And of course our lively discussions during group work and your nervous faces before your final thesis defense.

At the Information Desk I welcomed most of you for all your questions, collecting and returning books and for tasting the Dutch sweet "drop".

Now it's time to say goodbye. It was really nice working with you and I wish you all the best in your future career and personal life. Let's keep in touch!



**Erik Bartels**

*Procurement Officer, Corporate Photographer and Health and Safety Coordinator*

Dear Participants,  
Congratulations for your hard work. Good performance and efforts during the year 2016 - 2017 has paid off successfully for all of you in completing the MBA33, MM2, MM3 and MSc MME 3 programs.

I have been working at MSM for the past 21 years and it remains surprising to me how fast all your diverse nationalities with their unique character adapt so easily to the Dutch- and particularly MSM- culture and to each other student in our rooms, courses and programs. I still learn a lot from this experience and wish that it would be like this all over the world. It would make life for all human beings much more peaceful.

Dear MBA33, MM2, MM3 and MSc MME 3 students, I will remember all your activities that MSM or you planned and joined as a group. I enjoyed the photo shoots with you and your guest lecturers in and around MSM and especially the pictures I took from you for the business profile and for the Yearbook. These moments will stay in my memory for ever. And not to forget your big and cheerful smiles even after a tough exam. They all show that MSM is one big family which is still growing and growing. I wish you all a successful, happy and most of all a healthy future, both in business and in your private life!

Godspeed to all of you.



**Arsenio Kranenburg**  
*Facility Officer*

Dear Participants,  
Congratulations to each and every one! Completing an MBA, MM, or an MME, degree is a great achievement. This mission is over but the opportunities are open. After all the hard work, you can now focus on the brighter side of life. I believe that you will all evolve as leaders and will make a difference on the next challenges you are all about to face when you step out of MSM. You are now equipped with a first class training and are ready to make positive contributions in your respective societies and the world community. Being part of the MSM family, we need your efforts and continuous contributions to promote our School. We are proud that all of you will be our Ambassadors and wish you all the best in your future careers. I wish you all the very best and please keep in touch!



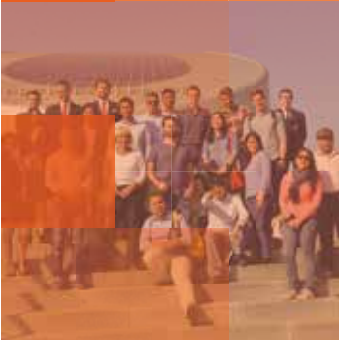
**Maud de By, Sueli Brodin, Mariëlle Daemen,  
Paula Kolfschoten, Wendy Mertens, Ania Stuszinska**  
*Communications Office*

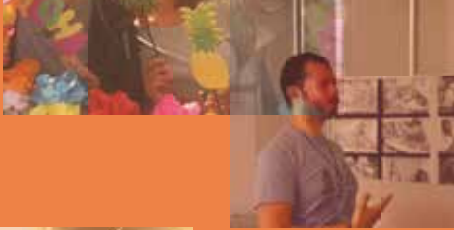
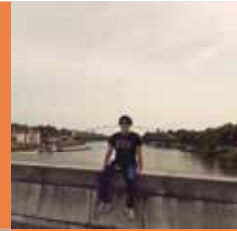
Dear students,  
Congratulations to you, classes of MBA33, MM2, MM3 and MSc MME for successfully making it through this intensive study year at MSM and to all EP groups for completing your course! It was a pleasure for us at the Communications Office to see how strongly you all, next to your studies, connected with the local Maastricht community, becoming involved and actively participating in many events across the city and the region throughout the year. From the Connect Limburg Day in September to the Carnival party in February to the PechaKucha Nights in March to the March for Science in April to the Meet Maastricht Festival in May and the summer-long photo exhibition at Centre Céramique, our MSM students were everywhere to be seen in Maastricht and Limburg! We warmly welcome and appreciate your involvement in local life not only because it is of mutual benefit to our School and Maastricht, but most importantly for yourselves, as these connections and interactions add an invaluable personal dimension to your experience in this region of the world. It has been a great privilege and pleasure to know and collaborate with you and we thank you for responding so enthusiastically to our calls for volunteers for activities throughout the year and for initiating so many initiatives yourselves. Thank you for setting the example and we hope that our future cohorts will follow on your footsteps! Best wishes to all in your future careers and please stay in touch!





M B A 3 3





## From the Academic Coordinator

Dear MBA 33,

What a year you've been through! 12 months ago, your MSM MBA adventure began. Like many great explorers, you travelled far, saw many new things and overcame obstacles that you never knew existed. And through this voyage of discovery, through the hardships, the pain, the tribulations and the successes, you have developed a broader range of skills, furthered your managerial knowledge, achieved many new goals and built real and long-lasting relationships.

But now this journey has ended. It is time for you think about where you have been, what you have learned and where you will to go next. You are no longer the apprentice, you are now the Master.

You are now equipped to take on new challenges, to discover new markets, innovations and ideas. And just like the many explorers before you, you now understand that there is no final journey or destination, just a series of adventures that will enrich you, personally and professionally.  
Bon voyage!



**Stuart Dixon**

*Academic Coordinator MBA33*





## From the Class Representative MBA33

To my classmates, professors, and friends. I still remember when we met, the introduction week, the team building exercises, and the possibility of sharing the start of our year with the MM students. I was excited to meet classmates, professors, and the staff, and to learn as much as I could from everyone.

I hope that everyone has accomplished everything that he or she was expecting when he or she came here. I came looking for knowledge, experiences, networking, and challenges, and it seems that I have succeeded. Not all the occurrences were good, but undoubtedly all of them were part of the learning process. I loved the discussions in class; they gave me the opportunity to understand other mindsets and open my mind to a plethora of other points of view. This does not mean that I agree with everyone, but I would like to think that I can understand them.

I am happy to believe we not only earned a degree, but we also got a life experience that will change our lives forever. It will be interesting to see if we will become change agents in our countries, ambassadors in a new location, or if we will stay around in search for new adventures. It does not matter what we choose; I hope that we never forget that feeling of coming back to school to be students, to enjoy a little bit more our lives, to see the world again with curiosity, see adventures and challenges with excitement and not fear, and to realize that our actions can have an impact in the world.

I am excited about what the future holds for us, and the outcome of applying what we have learned at MSM. Thanks everyone for being part of this great experience and my life.



**Cristian Tala Sánchez**

*Chile,  
Entrepreneurship in  
Emerging Markets*



## Students MBA33

### Abdullah Al-Ansie

### Ahmad Assi

*Lebanon, Accounting and Finance*

I had never heard about Maastricht before seeing the website of MSM while searching for business schools to do my MBA. For me, doing an MBA looked like wearing an ironman suit in order to increase my self-confidence and prepare me to take on future business endeavors successfully. When I came to Maastricht and started the MBA program, I felt not only that I had started wearing the right suit but at the right place and among the right people. From the unremitting assignments from the international faculty members, the diverse cultures and experiences in class to the inspiring city of Maastricht with its medieval touch, cozy winters and striking skylines in the summer, all these moments made major contributions to my personal development and added great value to my MBA journey. The experience will not only rest in my memory, but through my relationships with my classmates, it will stay forever.

### Bernas Syafri

*Indonesia, Entrepreneurship*

It was an enjoyable journey which gave me a different perspective of business and management. All the interesting knowledge gained during class or daily interaction will be beneficial for my future. Surely after hardship, there will be ease! Overall, the experience is very memorable and valuable for my self-development. Thank you MSM!

### Catherine Janette Narva Mallqui

*Peru, Entrepreneurship*

It has been an inspirational journey! I feel thankful for having shared this experience with my classmates who taught me that we have more things in common even though we come from different cultures and backgrounds. Thanks to them and the MBA program I have transformed my views and have acquired a global mindset of great value to me. I wish you success and happiness, I am sure that we are prepared to tackle the challenges ahead. The best for all of you!!!

### **Cesar Oscar Valero Rodriguez**

*Peru, Entrepreneurship*

Before coming to Maastricht I had met and worked with people from different countries. However, living in the Netherlands and sharing more than classes, life experiences with people from several nationalities, who more than classmates are my dear friends, have allowed me to learn a lot about the world. In fact, MSM and Maastricht are great places to learn and experience multicultural diversity. Besides the Dutch culture, I have learned about several countries and cultures, more than I was expecting and I enjoyed it as I enjoyed learning from outstanding professors who inspire me to challenge and improve myself. Now, my knowledge has been enriched with academic and cultural insights and I can say that my understanding of the world has improved a little bit. To all my friends who have shared this journey with me I want to say “thank you” and I wish you all the best.



### **Cristian Tala Sánchez**

*Chile, Entrepreneurship*

The past year has been a period of knowledge gathering, challenges, friendships, and learning. While the time has passed much faster than I expected, I am delighted with the opportunity and the experiences that I have been through. I am proud to say that I created a multicultural family here and that I will never forget any of them (even if I try :D !). I am excited about what the future holds for us, and the outcome of applying what we learn at MSM.



### **Daniel Antonio Mazzini Rodriguez**

*Peru, Accounting and Finance*

I still remember the first class and group assignments; I am impressed by about how much we learned from each other, evolved and grew as individuals and as a collaborative group. This past year was a good moment to reflect on my past achievements and failures too, as making reports and reflecting constantly on our past work experience provided me with the opportunity to see my career in its true colors. Overall this was definitively a year to learn about myself, with the help of my peers, and to put a unique perspective forward. MSM provided the right environment, colleagues, professors and mentors to reinvent myself and I look forward to an exciting future. Maastricht is not just a city to visit again, it's my home now. MSM is not just a business school anymore but rather has become part of us wherever we go and whatever we do.



### **David Pata Saung**

*Indonesia, Accounting and Finance*

It has been a great opportunity for me to do my MBA at MSM. I experienced a new teaching style, interactive and student-centered, with a focus on teamwork as well. I have gained the knowledge to prepare myself to be a competitive auditor and to meet my institution's biggest challenges. Regarding the School's culture, it offers a warm international environment and a vibrant lifestyle. This was an unforgettable experience for me.





### **Gabor Juhasz**

*Hungary, Accounting and Finance*

Studying at MSM is a unique experience that is created together by the professors and the enrolled participants. Professors provide relevant real life cases from their field of expertise and share practical examples besides presenting theories. The fact that all the participants come from diverse countries and cultural backgrounds, adds value to the classes. To me, the year was valuable because I learned a lot from my peers and I have learned that nothing is black and white, but “it depends”.



### **Gursharan Singh**

*India, Accounting and Finance*



### **Hesham Mohammed Abdo Sharf**

*Yemen, Entrepreneurship*

Joining the MBA program at MSM in the Netherlands and CBA in Yemen was a life changing experience. What I thought would only be attending master classes, turned out to be an overall personal and professional transformation. It improved my critical thinking and broadened my perspective in looking at things in life. Besides being a beautiful country, the Netherlands is a business hub of Europe, with MSM as the multicultural portal of business education. Being an MBA student in the middle of this exchange of knowledge and cultures is exciting for sure.

### **Jacques Garabet**

*Lebanon, International Business and Sustainable Development*

### **Kwadjo Owusu Manu**

*Ghana, Entrepreneurship*



### **Luis Alonso Segil Palacios**

*Peru, Accounting and Finance*

This year has been challenging but being out of my comfort zone allowed me to grow as a person and professionally. It helped to know myself deeply, change old habits to manage my time efficiently, develop new skills, work with people from different backgrounds and cultures who have taught me to consider new perspectives before making decisions, and to acquire new knowledge to be well-prepared to deal with any situation successfully. I am grateful for this experience because I was able to meet kind and easy-going friends from different countries who were willing to share their cultures and mindsets and who steadily enriched my learning. I felt supported by friends, staff, supervisors, and professors whenever I needed help to accomplish my goals. This amazing experience exceeded what I was expecting before starting the MBA program, so, I will never forget all the moments spent during this year. These friendships will last forever!



### **Maher Al-Masri**

*Lebanon, International Business and Sustainable Development*



### **Mercedes Mariñas Guzman**

*Peru, Accounting and Finance*

Before deciding to enroll at MSM I was about to study a part-time MBA in my home country. Now that the program is almost ending, I think I took the best decision in coming to The Netherlands for the Residential MBA Program. I have updated my business knowledge, learned lots of new things and developed managerial skills. Most importantly, I had the chance to meet nice people and make new good friends who have supported me during all the ups and downs of this demanding and sometimes stressful academic year. Maastricht is a charming city to live in and I take back with me nice memories of my time here.





### **Naveen Kumar J R**

*India, Accounting and Finance*

To me, the MBA program was a life-changing experience and a worthwhile investment. It was a tough decision to do an MBA after a 10-year study gap, but MSM made it easy to cope with the transition. The highlights of the MBA program at MSM for me were career counselling, individual and group assignments, understanding cultural differences hands on and finally the classes we attended. I have mixed feelings as I write this short note, because 150 words are not enough to sum up 365 days of experience. The name MBA33 will be special for the rest of my life. Cheers!!!!



### **Phoebelyn Carrera**

*Philippines, International Business and Sustainable Development*

The period of September 2017 to 2018 was a surprising, challenging, fun, and reflective year for me thanks to all our professors, advisers, coordinators, staff, and especially to my peers/ classmates/ friends at MSM. My career goal when I first started working (way back in 2004) was to get my MBA to help me further my career. However, what I have accomplished and received at MSM was more than a degree. I was able to challenge organizational norms, analyze and reflect on my leadership decisions, create and explore innovative ideas, and advocate for proactive CSR and sustainability. These are not just learnings that will help me advance my career but are realizations of who I was, and the leader I want to become as I embark on the next chapter of my life. The best of luck to us MBA33 and to all, Maraming Salamat po. - Phoebelyn "Phoebe" Carrera, MBA33



### **Rafael Falcon Perdana**

*Indonesia, Entrepreneurship*

'Relearn how to learn' was the way I started this MBA journey after being away from school for seven years. This year just went at the speed of light. It was very challenging with the short and highly intensive courses, but I learned a lot of both academic and personal skills. Personally, I am grateful to have met many wonderful people from different cultures, and having the opportunity to learn from each other was just precious. Thanks for the great year, I enjoyed all the experiences!

### **Tandin Zangmo**

*Bhutan, International Business and Sustainable Development*

Phew! It was a long and tiring walk towards the finish line and we are just a step closer to “graduation”. Another adventure awaits us guys. So, buckle up because it is going to be a bumpy ride again! On a serious note, it wouldn’t have been possible without the support of the MSM faculty and the Netherlands government. I would like to express my deepest gratitude to both for giving me the opportunity to be a part of MBA33. In just one year I have grown personally and the knowledge and experience that I gained from this course have groomed me for my professional life. To all my MBA33 colleagues, my best wishes for your future and keep in touch. Hope our paths will cross again one day. Stay safe and happy always! Cheers!



### **Tumburu Gautam**

*Nepal, International Business and Sustainable Development*

The MBA program at MSM from day one was challenging yet exciting. My thanks go to the experienced faculty and staffs who made our life easy with their guidance and support. I engaged myself in learning new things, developing new skills and learning local as well as diverse cultures from different parts of the globe. These learning will be instrumental in further enhancing my professional career. I am fortunate and extremely grateful to Nuffic and MSM for making this happen. I will cherish the memories of the time invested. I am in love with Maastricht which is a wonderful town with a long list of features to remember; its rich history and architecture, quiet streets, silent residential areas, welcoming gestures, fair market, happy faces and clean air. The place which I only knew through stories before has now become a real experience. It has been an amusing moment to be remembered forever. It was not easy to leave the family back home and stay abroad for such a long time but it has been rewarding, no regrets. Experiencing the Dutch culture and education has been a unique and memorable adventure for me. I am once again re-energized, refreshed and ready to face the challenges of the world.



### **Wadhah Mohammed Ali Alganad**

*Yemen, Entrepreneurship*

Studying at MSM is not only kind of challenging but also fun. It was a great chance to complete what I have started in CBA Yemen, where I met international students from different countries. At MSM the most valuable things I learned were to exchange my experience, culture, and knowledge with people in Maastricht. I believe that this program will open doors for my future career.



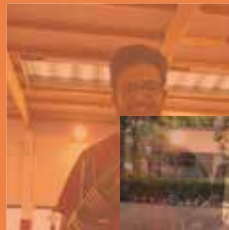
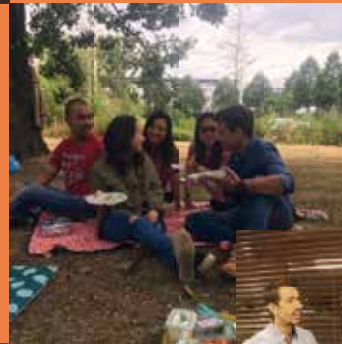


M M 2

M M 3







## From the Academic Coordinators

Dear MM2 group,

There was a lot of anticipation in the air on that cold day in January when our second intake of students in the Master's in Management program was due to start their adventurous year in Maastricht. Our new students arrived, full of expectations and excitement. What was in store for them?

You were launched into a lot of challenging courses, mixed with the first intake, the MM 1 group, sharing classes together with students from all over the world, and then we squeezed even some more drops out of you until the summer break! I have fond memories of teaching your group during that period, and seeing how much you were all taking in and how well you were able to express yourselves in accounting language. Remember, it is all about creating value and explaining to others how well you have done it!

I am sure you will recall all the excitement, the long nights spent preparing for exams and writing assignments and the challenges of working together with people from very different backgrounds. I am also sure you will feel how much of a privilege it has been to be able to experience what you have experienced: the opportunity to study in a great group, to be taught and supervised by experts from all over the world, and to have the support and dedication of all MSM faculty and staff.

You have a world of opportunity open to you and you have a cutting edge passport to that world. I feel privileged to have been able to contribute to some of the pages on that passport. I am convinced that with your dedication, you will make the whole world a better place for all of us and for future generations.

Dear graduates of MM3!

Congratulations with your fantastic achievement! You have finally become alumni of the MSM community. I enjoyed very much working with all of you. As a group you were great. I also loved working with some of you on your final thesis and like previous years I learned a lot about your countries and your cultures.

Your journey at MSM ends here. You have a long life of learning ahead of you. I hope that when you go back to your countries and meet your old friends and relatives, you will gradually start to realize how much a year at MSM has changed you. Hopefully you will have made friends on all continents, and hopefully you will stay in touch with each other, and also with us.

Finally, I hope that you have learned things that will make a difference to your personal lives and future careers. I wish you all the best in whatever endeavor you are going to undertake.



**Laura Ipacs, FCCA/MBA/MA**  
*Academic Coordinator MM2*



**Aad van Mourik**  
*Academic Coordinator MM3*

## From the Class Representative MM3

As your second class representative, I also want to share a few words with you. I still remember the first day we met - we were 10 strangers. As the year progressed and we started getting to know each other we realized that we were not only representing our own selves, but our countries too; Vietnam, Colombia, Kenya, India, Pakistan, Indonesia, Algeria and Greece. Eight very different but also very similar countries. It is interesting to see how ignorance can lead to false assumptions and this is a lesson I learned from you guys. We should always keep our eyes and ears open!

I am happy I had the chance to meet and collaborate with each and every one of you. Abdu, merci d'être mon professeur de français! Your politeness is something I will never forget. Anh, thank you for always being full hearted. I am sure you will use your love and creativity in whatever you do! Wizard (you know who you are), spread your wisdom and humor around the globe! Amalia, you had the warmest smile and we needed it. Keep smiling! Hassan, I wish you a life full of adventures and memorable trips (...but next time do not go to a forest alone please!) Harshitha, I wish you success in your future endeavors! Vineet, thank you for all the Indian insights and stories - see you in Nepal buddy! Wanji, I couldn't have made it without you! Thank you. Rule the world now! Daniel my friend, thank you for teaching me ONE specific word in Spanish and many different dance moves. Guys, thank you again for everything and good luck with your future! (Greece will always be waiting for you!)

My journey as a class rep was full of learning in which the learning happened not only through course materials and from teachers but also through important life lessons which all my classmates taught me directly and indirectly. Being the class rep made me interact with all the people in the class and get to know them better. If I start I can individually mention the things and lessons I learned but I think the words might limit me here. One of the most important thing I learned from being the youngest in class was that age doesn't matter and when everyone around is older than you, you don't need to be afraid of failing or underperforming but you can learn from them.



**Despoina Polyzoidou**  
*Greece*



**Vineet Rathi**  
*India*

## Students Master in Management 2 and 3



**Davit Alimbarashvili**

*Georgia*

It is an amazing experience to be a member of the MSM family. It gave me the opportunity to attend lectures from outstanding, talented professors and meet interesting people coming from different parts of the world. The fact that all of the groups were culturally diverse made the process of studying more interesting. Maastricht is a lovely city full of students, and an excellent location for traveling. Overall, it was a life-changing experience. I am proud to be an MSM graduate. Thank you!



**Mohammed Awni**

*Iraq*

They say: A journey of a thousand miles begins with a single step. When I first came to the Netherlands, my expectations were high, and I was the most excited person in the world, heading towards a whole new start in a long anticipated journey. I'm happy to say my expectations were not only met, but far surpassed. MSM was an ideal place to find my voice, build a knowledge base, and seek my professional strengths. My mentors and peers challenged me to stretch and grow. They gave me honest feedback without beating me down nor coddling me. I learned how to perform as a team player and realized that we each had a stake in one another's success. My year at MSM was simply an unforgettable life experience.



**Satrio Pratomo**

*Indonesia*



**Abderrahmane Friha**

*Algeria*

Studying in the Netherlands has been a great experience which will certainly change my life and my perception of the world. I am very satisfied about the quality of education at MSM. I have really appreciated the teachers, their passion, mastery, and love of the profession. I am grateful to all MSM staff; I could see that they were doing their best to make us feel comfortable. Thank you, Merci, Shoukran and Dank je wel.

### **Amalia Dharmawati**

*Indonesia*

Studying my Master in Management at MSM was a great experience for me. It was an exciting experience to live and study out of my comfort zone and it allowed me to adapt to a new environment. Thanks to friendly experienced professors, I learned many interesting and useful subjects which have improved my managerial knowledge and skills. I also made a lot of new friends from different parts of the world and I realized that they became my source of energy to keep up with challenges at MSM.



### **Anh Hoang**

*Vietnam*

It's not easy to study a new thing that you never imagined in your life, but at MSM, nothing is impossible. The MM program provides us all with the knowledge that managers need to work. Besides learning, we have had a great time with our classmates who came from many countries with different cultures and perspectives but somehow the same goals. We had amazing professors who are not only knowledgeable but also caring, friendly and supportive to us in our learning paths. For a person like me, who never goes out of her comfort zone and only reads poems and novels, MSM was an amazing door to a new world and many beautiful things in this life. Thanks MSM!



### **Daniel Duarte**

*Colombia*

My experience at MSM has been very exciting, challenging, rewarding and motivating. I have experienced a mixture of emotions, being away from my family and friends but finding new valuable friends who have become my family. I've learned a lot, from an academic as well as a human perspective. Coming from an IT background the MM program helped me to be well prepared for the next step in my career. Every day was a new challenge and we learned a lot from each other. I want to thank you all for this opportunity that has made me grow as a professional but more than anything has made me a better person.



### **Despoina Polyzoidou**

*Greece*

Reflecting on the past year I could not be more grateful for the knowledge and the experiences gained. It was exactly what I needed; a fulfilling year. Maastricht can be both calm and boisterous which is the perfect combination for a non-boring student life. Speaking of student life, I cannot believe I will no longer be a student. But this year made me wiser and I am definitely ready to use this wisdom in my life from now on. I could not be more eager to find out what the next step will be, but one thing is sure ... challenge accepted!





### **Duc Hoang**

*Vietnam*

It was my joyful privilege to witness remarkable moments in Maastricht during the special year of the 25<sup>th</sup> anniversary of the Maastricht Treaty and MSM's 65<sup>th</sup> anniversary. My time here has been a time of not only great personal challenges but also growth, thanks to the wonderful faculty and staff who put their everything into the program. Also, I would like to thank my friends for reminding me to stop and smell the roses along the way. Thank you for teaching me friendship, understanding, community, kindness, youth, optimism, and unity.



### **Harshitha Patil**

*India*

In a nutshell? Everything. I had a great year with amazing people. I've learned from the bad times and was humbled by the good. Thank you for all the great life lessons. I was also able to step out of my comfort zone by working with different people and work processes—these are the kinds of experiences that really helped me grow. I can't believe how quickly time passed. You can't move forward without saying goodbye to the past. I will miss you all.



### **Hassan Gulzar**

*Pakistan*

If I am asked to summarize my whole year at MSM, I'd say not only that I can see myself developed intellectually but also that the exposure to multiculturalism has molded my personality in a better way. It wasn't all smooth sailing but doesn't a challenge make your life meaningful?



### **Vineet Rathi**

*India*

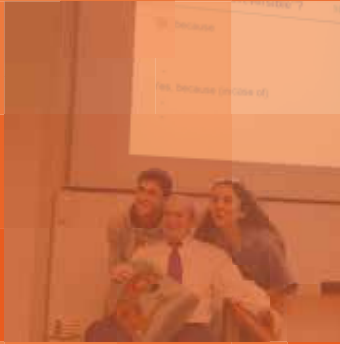
I started my first day as one student among other students all from different parts of the world but by the end we were a family to whom I will bid farewell on my last day of class.

## Wanjiku Githegi

*Kenya, Accounting and Finance*

Through God's favor, faith and a strong support system I was able to come to Maastricht and begin my Masters at MSM. There are no words that can express how grateful I am to those that made the necessary sacrifices for me to attend this program. I can gladly say that I did not disappoint them. Being at MSM has opened my mind up to a lot of new experiences, people and knowledge and created a totally new perspective on life. This experience has revealed a lot about me that I previously had no idea of, the opportunity to completely get out of my comfort zone and still strive for my life goals. As the famous civil rights icon Benjamin E. Mays stated "It must be borne in mind that the tragedy of life doesn't lie in not reaching your goal. The tragedy lies in having no goals to reach."





M M E 3 2 0 1 5 - 2 0 1 7







## From the Academic Coordinator

Dear MME Students,

Doing a two-year MSc program that combines engineering and management, taught at academic institutions in two European countries, has proven to be an exciting endeavour. You had to master engineering courses at RWTH in Aachen, Germany, during your first year and management courses at MSM in Maastricht, Netherlands, in the second year. This exposed you not only to two different fields of science and ways of looking at the world, but, it also allowed you to be part of an international student group, representing diverse cultures. Although challenging, it paid off. You passed your courses, the lecturers enjoyed working with you and praised your performance. You made new friends, and gained valuable new experiences and insights along the way.

Business and of society need people like you: Individuals who can easily cross organizational and cultural boundaries, and seamlessly integrate engineering and management ideas and concepts to make a difference in a complex and fast-evolving world. We are proud of having had the opportunity to support you in further developing this global orientation.

All the best!



**Prof. Dr. Arnoud Franken**  
*MSM Academic Coordinator*  
*MME programs*



## From the Class Representative MME3

Right from day one and throughout the whole semester, we were kept occupied with various activities, all well planned so that we also had some free time left to keep our lives balanced. Before the start of lectures at MSM, we were wondering how we would be able to stay concentrated while listening to the same subject for a whole day but the professors made it easy for us, by providing us with a combination of both interesting lectures and activities to keep us focused. Studying in two different universities and countries gave us an opportunity to learn and adapt to different atmospheres and to people with different cultural backgrounds. We had a very good experience at MSM where we spent the whole day with our classmates and professors learning and working in teams. The setting was very good to help us get to know our teammates and learn how to work with people with different views. Our time in Maastricht enabled us to improve our qualities both professionally and personally.

The unforgettable bus journey, numerous group meetings and team building activities are a few among many cherished moments of our semester at MSM. Although I had organized many activities in the past, I completed many activities successfully as the class representative at MSM but I also made mistakes. Learning to rectify my mistakes helped me to develop my leadership skills further. Finally, my thanks go to Ms. Pilar for giving me such a great opportunity to be the class representative and for helping us all during the days in Maastricht. She understood the needs and difficulties and planned everything carefully so that both the goals of the students and the management were accomplished.



**Vignesh Devadas**

*India*



## Students MME3



**Abhishek Chandrashekarapura Nagaraj**

*India*

The main reason for me to choose the MME-PSE was MSM itself. I liked the management courses offered by the School. MSM was like a breath of fresh air as it put a business spin on various concepts for a bunch of students who were basically engineers. The professors took extra time and energy to explain the very basics of each subject, because they understood that we didn't have any previous management study experience. All in all every second I spent at MSM was worth it.



**Akhil Vijayakumaran Sreelatha**

*India*



**Akshaay Ganesh Nagarajan**

*India*



**Akshay Krishnan**

*India*

The program at MSM not only helped us academically to pursue new fields in management but also helped each one of us to grow as a person. All the courses here tested our people management skills from participation in teams to individual performances in presentations. This experience of working with different people from different countries with varied opinions added value to my profile. We all became a unit towards the end, making the whole MSM experience fulfilling!

## **Anik Gangal**

*India*

My enthusiasm for the course MME-PSE was laid out from the moment I came across it during my research for masters in Europe. The prospect of gaining cutting edge technical knowledge from RWTH Aachen University in Germany wrapped up with business knowledge from MSM in the Netherlands, sparked my curiosity. The curriculum outlined at in MSM was on par with current industry demands and well suited to prepare each one of us to face the challenges of today's globalized economy. All the professors who addressed us were extremely proficient in their field and were able to drive us in understanding their subject through various individual and group assignments. Lastly, every faculty member who addressed us was very much aware of the cultural diversity and hence, was very accommodating in attending to our needs. Personally, this whole experience has been very enriching, engaging, and I am sure it will stay with me forever. Thank you.



## **Anish Kumar Bhanja**

*India*

The Maastricht experience started with a group of individuals and ended with a single collective group persevering towards a single goal, achieving excellence. One can only achieve half the goal alone and the rest depends on how the person works with his/her peers in a group. The same was instilled in our curriculum. The best experiences happened during the group assignments. We got to know each other better, learned how to work to overcome our shortcomings and amplify our strengths. The journey to our classes and back home were also ones for us to cherish. I wish to stay in touch with the excellent group of people from diverse backgrounds with whom I was able to learn and work. Also I would like to thank the professors and every single staff member who contributed to making this course a successful learning experience.



## **Avinandita Dutta**

*India*

This year at MSM has been a great experience. The daily travelling from Aachen to Maastricht and back with my classmates added a lot of joy, friendship and bonding. Having professors from so many different cultures and interacting with them broadened my horizons towards a global career. The fun games, day outings and international dinner party gave me so many different perspectives and helped me develop a lot of communication skills. Cheers to more such adventures and greater success! Signing out with my favourite quote by PELE: "Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love for what you are doing or learning to do."





### **Aya Kharrat**

*Syria*

It is so hard to find a university that cares about every detail, the lecture hall, the professional professors, kind crew, and delicious food, and beneficial courses contents. Studying at MSM, of course, was an unforgettable experience that made me change my point of view for the future and filled me with hope, self-confidence and knowledge.



### **Ayush Khandelwal**

*India*



### **Baher Hesham Ahmed Kamal Azzam**

*Egypt*

Engaging in a management program at MSM provided me with an entirely new perspective on how people, projects, organizations, and even governments behave as well as on the forces influencing their behavior. This equipped me with a very useful comprehension of the political, economic, and social dimensions that make up the context of an organization. I think that a good leader must be aware of these dimensions in order to be able to construct a sound vision for the future and rally people to work towards that vision. I, therefore, highly value the lessons I learned during my time at MSM and I look forward to applying my newly developed skills in business and management to tackle real world challenges!



### **Bertan Zehir**

*Turkey*

The tempo at MSM was demanding but rewarding! With all six courses, one after another, the time at MSM passed by quite fast. Each course is challenging in its own way, brings new challenges and therefore new chances for development. The combination is a well-taught program which enhances new perspectives. Pursuing our education kept us busy, so busy that some of us only noticed that there was a cafeteria downstairs after four weeks. All in all, I want to thank MSM for being a welcoming home for us.

### **Daniel Alejandro Estrada Chavez**

*Mexico*



### **Daniel Ortiz Sarceño**

*Guatemala*



### **Deepak Sekar**

*India*

My master studies at MSM were exciting and interesting. The location close to three country borders, the climate and the environment, everything was sensational and more joyful. Our daily classes and teamwork assignments were really wonderful. During the course, I had the opportunity to develop key managerial and leadership skills and also I scored good marks. I enjoyed being in class with a multicultural group and experienced the best learning methods. I would like to thank the faculty for their astonishing support and my friends for the amazing experience and for creating good memories in my life. MSM is a great place where my thoughts transformed into reality. Still it's unbelievable how the last six months passed so fast. Definitely, I can't really say good bye to MSM because the school will forever stay in my heart. Thank you for everything.



### **Denis Ipparov**

*Russia*

The one semester I spent at MSM was extremely fruitful. First, thanks to highly reputable lecturers I obtained or consolidated fundamental academic knowledge in Organizations theory, Economics, and Human relations. Second, the way we practised and trained to achieve this knowledge - by resolving case studies while working in teams, gave me the perfect opportunity to experience teamwork and learn comprehensive thinking skills. And third, our classmates from 15 different countries became genuine friends. Common challenges along with everyday bus trips, joint lunches, and the international dinner brought us made us so close to each other. I believe that the memories of studying in MME program will stay in our minds for life.





### **Erfan Jourabchian**

*Iran*



### **Frank Lobermeier**

*Germany*

Studying at MSM with its different teaching system compared to my former universities, offered me new challenges. Working frequently in teams on certain topics is the part I have enjoyed and branded in my memories on MSM the most. Thereby I was able to enlarge my knowledge as well as my skills in managing myself and others, especially during tight time schedules. In addition to the educational part, I appreciated the familiar atmosphere within MSM, which made me feel a part of the management school. Therefore, I would like to thank the whole MSM team, who organized numerous of activities like the “international dinner”, and in particular Mr. Kranenburg who welcomed us every day with a bright smile and a charming welcome.



### **Gaurav Deshmukh**

*India*

“Education gives you wings to fly” -APJ Abdul Kalam.

While working for an automotive company in India, I felt the need for my wings to fly higher. So I came to RWTH-MSM and this has been a great experience for me, academically as well as culturally. Starting from the team building activities to serious learning with diversely experienced professors, the journey throughout the semester has been great. Subjects like economics and organizational change revolutionized my perspective towards management. Apart from studies, the group assignments gave us an excellent exposure to multicultural teamwork. As the saying goes, if you want to shine like a sun, you need to burn like a sun: the intense and demanding curriculum indeed had a great learning outcome. I am especially thankful to the professors and the entire management staff of MSM for providing all the learning opportunities and support throughout the course of our studies. I firmly believe in a quote by Chris Hedges “The true purpose of education is to make minds, not careers” and I feel that MSM is doing great in this mission. In the end, I feel that I have acquired great wings of knowledge at MSM and I thank MSM for giving me this ability to soar higher.



### **Harrison Yang**

*USA*

It is a great honor to be part of the graduates from the MME-PSE program at both RWTH Aachen and MSM. The combination of both engineering and business management is a wonderful experience. The program allowed me to acquire technical knowledge as well soft management skills of connecting with people, which will be essential in this fast changing world. I am very glad that I had the opportunity to meet and work with fellow students and professors from all over the world. The exposure to diverse cultures and minds is extraordinary.



### **Hisham Jamal**

*India*

To be the best, one must learn from the best. Seeing the profile of many of the professors that we had, we knew that it could not get any better than this. MSM did offer us the very best, be it with regards to the professors, or the best program coordinator ever, Ms. Pilar. The six months at MSM were quite demanding, but then, so is life! I am grateful for the experience, for the knowledge and above all for the MSM family, that I am now a part of.



### **Ivan Melendez Vazquez**

*Mexico*



### **Kalpit Shah**

*India*

The thought of studying in Germany and the Netherlands was really exciting for me. Being able to do so was one of the main reasons why I chose this program. It was mind-blowing to see the cultural differences between two places which are less than 40 kms away from each other. Meeting people from different backgrounds, partying till the sun came up, late night studies before exams, and the bus rides to Maastricht, helped me make some really good friends whom I can call a family now. These were without a doubt two of the best years of my life.





### **Karthik Sridhar**

*India*

I am glad that I decided to take up such a dynamic course. The faculty at MSM provided great insights on how to build a strong foundation in management control systems. The course modules at MSM were a good complement to our studies at RWTH Aachen. I believe that the combination of the two study structures will make each one of us a well-rounded professional in the future.



### **Koray Cengiz**

*Turkey*

Mondays...Wednesdays... Fridays... six hours of lecture per day... Morning and afternoon sessions... Intensive courses... and welcoming and friendly lecturers! I am quite happy to be a part of MSM, which is the reason why I chose the Master in Management and Engineering in Production Systems. We had a chance to improve our management and business knowledge on top of our engineering background. The education system in Maastricht was totally different from the one we experienced at RWTH Aachen, but there was no big difference between MSM and my home university in Istanbul. There were many projects, small tests, minute papers etc. Besides our studies, we really had a good time in Maastricht, which is one of the most beautiful cities in the Netherlands. Also, international events and company excursions were well organized. We had a nice time during lunch time at the bakery café located in front of the MSM building. I would like to thank the MSM and RWTH Aachen family for helping us in shaping our future. Thanks a lot! Dank u wel! Vielen Dank!



### **Kyunghee Jin**

*Korea*



### **Mahdi Karami**

*Iran*

Well, studying at MSM was actually like a sweet dream for me because I didn't realize the passing of time. Every day I gained amazing experiences and learned about different people and cultures, as well as other important aspects of life, which cannot easily be found in our hometown or country. After the end of the program, I reviewed the past and realized that my potential had increased significantly compared to the starting time because every experience made me more mature and influenced me in a positive way. Finally I'd like to say that it's really difficult to find such a nice atmosphere so live the moment and enjoy studying at MSM.

### **Maria Fernanda Spiritto Ditrolio**

*Venezuela*

I truly enjoyed and made the most out of my time spent at MSM. Spending so much time with your classmates and having such a multicultural group of students and professors are what I liked the most. The learning format, which is largely based on group projects and encourages class discussions, helped me to get to know people better and grow friendships, while appreciating cultural differences and various points of view. These dynamics also contributed to the learning process of the management subjects, in which a more practical and interactive approach is certainly important.



### **Miguel Calvache Ramirez**

*Colombia*

It was a really good time to start studying the world of economics and management in a formal way. I am sure that this will give a real impulse to my new life, by giving me a better understanding and new tools to deal with this environment. The combination of the two worlds of engineering and economic is a strong way to perform nowadays, and I can take good advantage of it.



### **Muammer Ovacam**

*Turkey*

My experience at MSM gave me a great and unique view because I had the chance to improve my managerial skills through teamwork assignments and countless presentations. In addition, working with people from so many backgrounds, both professionally and culturally, has been an enriching and valuable experience. I have gained great knowledge from my colleagues in MME-PS... thank you to all of you!



### **Nirav Subhashbhai Harshaben Goti**

*India*





**Nitesh Nataraj**

*India*



**Nitin Luthra**

*India*

The memories of the semester spent at MSM will remain with me throughout my life. Not only did it challenge me to grow in the academic sense but most importantly the course structure was designed to facilitate or rather strengthen what I believe is the most important skill for a management student, Team Work. On numerous occasions, I was pushed out of my comfort zone which led me to acquire new unknown experiences and to learn personal characteristics that will help me not only in my career but also in my personal life.



**Omkar Ganpatrao Dhikale**

*India*



**Osama Aldakkak**

*Syria*

## **Pankaj Khanikar**

*India*

The last semester was a journey to remember. Right from the very first day of introduction, through endless course projects, last minute exam preparations and until the very last day of the semester, it was a journey worth every effort. It was truly a rewarding experience to be part of this prestigious institute, whose outlook towards global management not only enriched us with managerial abilities to tackle real world business issues but also gave us the intercultural exposure that will help us in establishing ourselves as global citizens of this world. I am thankful to all my friends, faculty, professors and staff at MSM for helping me create such a beautiful memory, which I will cherish throughout my life. My heartfelt gratitude to RWTH Aachen University and MSM for creating such a uniquely collaborative course, empowering students like us to be the Techno-Managerial leaders of the future.



## **Paola Leal**

*Mexico*



## **Pranit Deshpande**

*India*

This MME program proved to be valuable to me not only for nurturing my knowledge base, but more importantly for developing a well-structured thought process while dealing with people from different backgrounds. During the program, I had the opportunity to develop key managerial and leadership skills needed to succeed in today's multinational business environment while studying among an international student and teaching group. This enriched my experience with international cultures and business perspectives from around the globe. Overall, it was a memorable and fun learning experience at MSM and I thank all the professors for all their efforts and hard work.



## **Pruthvi Pattanshetty Mohan**

*India*





### **Raul Flores Quintanilla**

*Mexico*



### **Remgy Nandan**

*India*

MSM has been a very different and pleasurable experience for me. Being with my friends, doing assignments together and having a good laugh with them made the experience even sweeter. The classes at MSM gave me a different perspective towards the world and made me ready to conquer the corporate world. It was so different from all the technical subjects that I have been attending and I loved every bit of it. Finally, a big thank you to all the people who made this course so memorable and I hope we meet again soon.



### **Reyyan Bilginer**

*Turkey*

Hello, hallo, hola, merhaba, namaste. I think writing my experience here cannot sufficiently express my feelings. Studying and working with international professionals have taught us to respect others who are not like us! We all come from different continents, cultures, languages, religious and backgrounds. We learned a lot from each other and grew together. I am glad to have been part of this master program which takes us to our next goals. I am truly grateful to MSM and RWTH Aachen for this opportunity and all my friends, teachers, program coordinators for the most wonderful memories and their support.



### **Ricardo Caballero**

*Panama*

The experience of studying at MSM has been very enriching. The professors' lectures and personal stories of their experiences in their respective field of study, have broadened my knowledge on diverse managerial topics. By working on the group assignments, I had the chance to apply the theoretical knowledge on life-like cases. Moreover, this experience gave me the opportunity to get to know my colleagues on the program a little better. The support from our education officer at MSM throughout the semester was always very helpful and the activities during the introduction week were a very good start of the experience. One of my best memories at MSM is the International Dinner, which was a great opportunity to interact with the other students from the other programs and the staff at the school and get a taste of each other's countries typical dishes and music.

### **Rohit Meghasham Sonawane**

*India*

In today's era of globalization with fast changing needs, having knowledge about one field is not enough. I chose the Management & Engineering in Production Systems program because it is a perfect blend of management and technical modules provided by the top universities in their fields, RWTH Aachen University and MSM Netherlands. My thanks go to MSM for providing insights into management subjects which will be significant for my professional career.



### **Santhosh Channapatna Sanjeevkumar**

*India*

### **Semih Senil**

*Turkey*

Studying a master in management at MSM was a truly great experience for me. It was a unique chance to be a part of a classroom with such amazing people and professors. The challenge of being in an international environment turned into an amazing experience that has enriched my life and widened my horizon. I am truly grateful to MSM and RWTH Aachen for this great opportunity and all my friends for the most wonderful memories and for their friendships.



### **Shanmuga Prasanth Sekar**

*India*

It has been a great journey from India to Germany and the Netherlands to pursue my post-Graduate degree. I was given the opportunity to witness the cultural differences between Aachen and Maastricht, two European cities which are only 40 km away from each other. It was also good to meet professors from different parts of the world at MSM. I would like to thank all the professors and staff of MSM for being supportive during our entire course. I am sure that the knowledge and skills I gained at MSM will help me in my future career.





### **Sharath Vishwanath**

*India*

My experience at MSM was amazing! Traveling every other day together from Aachen by bus, attending lectures, sharing food with each other in the lounge/ canteen, created pleasant memories that I will cherish forever. This experience gave me an opportunity to know my colleagues well and helped us strengthen our bonds. I thank the professors and staff of MSM for their guidance and support without which the journey at MSM would not have been so easy. Overall, the time spent at MSM was fruitful, both for my career and personal life. I am grateful to RWTH and MSM for providing me this opportunity through the MME program. And I wish good luck to my colleagues and friends.



### **Shivam Saluja**

*India*

It was quite a lovely experience. In my opinion, the most integral part of a college experience, or any other one for that matter, is the people you spend time with. The brilliance of this course is that it allows for an interaction with people from all over the world. It can be overwhelming at first, but once one puts one foot forward, it is definitely worth it. The daily bus commute and the randomized project groups help the above-mentioned interaction. I know that I have made friends with whom I hope to keep in touch for a long time. I am grateful for that.



### **Shivaswaroop Chikkanayakanahally Parameswaraiiah**

*India*

As economic pathways shift, change is inevitable. Regardless of your stage in your career, if you want to undergo a complete career path change like me, the MME program at RWTH and MSM can provide you with the tools necessary to be prepared for that change. Although the nature of business is highly transferable, MSM's professors and courses have given me a deeper knowledge of the global environment, engagement and exploration of global and community affairs, and a deeper personal development that will carry me through lifelong success. I really enjoyed the program at MSM. Studying with other students from all over the world, and with a wide variety of professional backgrounds was an experience of a lifetime. The small class sizes, ongoing group projects, and in-class interaction with classmates and professors were very valuable. Good luck!



### **Sinan Subasi**

*Turkey*

As I approach graduation, I am filled with both excitement and sadness. My experience at MSM Netherlands and RWTH Aachen has been unforgettable - I would not trade it for the world! Perhaps the most important thing that I accomplished was realizing my abilities as well as believing in the old phrase "Real growth is driven by challenges". MSM allowed me to grow as a person and expand my horizons in ways that I never imagined. I thank all those people in my life who have stood by my side and never stopped believing in me, especially my family. And to my MSM and RWTH friends, students, staff and administrators alike, thanks for all the wonderful times and experiences. I will greatly miss you all!



## **Suganesh Raja**

*India*

This course gave me a vast experience in Engineering and Management. Studying at MSM helped me to know about the Netherlands, which is a perfect destination to take management courses. All the faculty members are experienced and friendly. I feel really proud to have studied my management courses at MSM.



## **Sumanth Gopalkrishna Rao**

*India*

I was looking for a course which covered both Engineering and Managerial aspects of Production and this course offered jointly by RWTH Aachen University and MSM is designed to exactly cater to these aspirations. The fact that the Engineering courses are taught at one of the top Engineering Universities in the world and the Management courses are taught at one of the oldest business schools in Netherlands makes the course even more appealing. RWTH and MSM even though not very far apart in terms of distance, are located in two different countries and this for me has been the most exciting experience of it all. As far as the course content are concerned, I am very happy with the good quality education that I received at MSM and RWTH. Learning Management concepts at MSM has helped me to develop practical approaches towards engineering solutions. It has also been a pleasure to attend lectures conducted by some of the best educators and researchers in their field of expertise.



## **Suren Shashikant Saptasagar**

*India*

It really feels great to be part of this elite institution. After almost six years of technical study in Electrical Engineering, I was looking forward to gain management skills along with technical expertise in my field. The two-year MME-EPS course in collaboration with RWTH in Aachen and MSM in Maastricht was the perfect solution. At MSM, I learned key aspects of management for the first time. Although it was an intensive course, the time spent at MSM has been one of the best educational times in my life. The close working relationship with my classmates during the class assignments helped me to understand them along with their intercultural diversity. I am thankful to all the elite professors who really engaged with us and made us understand the lessons of management in such a short period time. I wish all the future students all the best for their studies at RWTH and MSM.





### **Swathi Ramesh**

*India*

MSM gave me so many memories that I will cherish for the rest of my life. The professors were so diverse and the knowledge and experiences they shared was so interesting. It was a place where we all came together as a class and the interaction we had with each other helped us learn so much about different cultures. Yet, in spite of all the differences, the pinch of similarities brought us together. I came empty handed but I left with memories and joy which were more than I could ever have asked for.



### **Tanawat Sarnvanichpitak**

*Thailand*

Thank you for all the good times throughout the academic years. The program here has given me priceless experiences, friends and professional connections, and has been one of the best course I have ever taken before. Though the courses could sometimes be tough, the knowledge and competencies gained from the classes and lecturers were of the utmost quality. Not only have I earned knowledge from classroom environments, I was also given the opportunity to gain hands-on experiences, and visit a variety of industries and enterprises to learn about their infrastructures. If given the choice to choose again, I would definitely enroll into this one, as I have done. I have not regret for my decision.



### **Vignesh Devadas**

*India*

Even though the journey at MSM is small compared to the period at RWTH Aachen, it was equally entertaining and interesting. The knowledge gained through the theoretical sessions and the practical experience gained by doing the assignments, were a perfect mix. MSM was very good to keep us occupied with various activities throughout the semester. At first it was a bit tiring but in the end we learned a lot from it. It was very helpful in honing our skills. I would like to thank all our professors and academic coordinators for guiding us throughout the semester and feeding us with valuable lessons. It was one of the unforgettable experiences in my life with all my fellow classmates and friends from other MSM programs. All the best everyone for a successful future.



### **Vishanth Subramoniam**

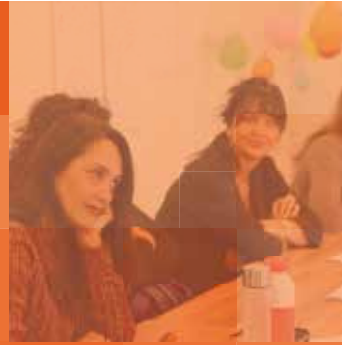
*India*

## Vishnu Sai Malapati

*India*

Studying at MSM exposed me to Dutch culture and the beautiful city of Maastricht and I could make some new friends at the university. My experience of studying at MSM was a time off from my start-up to think about how I could proceed further and learn from my earlier mistakes. I have learned a lot about management and will apply the lessons at my start-up and will definitely look back to MSM for guidance. Now it's time to put a dent in the automotive industry.





# E X E C U T I V E P R O G





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## From the Academic Coordinator

On behalf of the EP faculty and EP staff I would like to thank all participants in our open enrolment Executive Programs for their enthusiasm and commitment. It was a great pleasure working with you.

We trust that the program has already proven to be instrumental to your professional impact. Our short programs aim to address the personal development needs of ambitious management professionals. We are proud to serve a truly global audience. I hope you learned a lot from us and from your fellow participants. The diversity of participants that you meet at MSM is a clear virtue of our Executive Education programs. We are working hard to further expand that diversity by becoming more visible to European management professionals. Many of our EP alumni return for more. We will keep you informed on new programs and hope to meet again.

Wishing you all the best!



**Dr. Wynand Bodewes**  
*Academic Coordinator Executive Programs*



## Research Methods and Skills 2016

MSM's Research Methods and Skills course starts out with a scrupulous introduction to conceptual modeling, academic writing and literature review. This is followed by three sophisticated yet hands-on modules focusing on qualitative research methods, quantitative data collection and data analysis techniques. These skill-oriented modules encompass a range of practical assignments whereby participants practically apply and evaluate the research methods that they are taught in class. These experiences culminate in a fifth module that guides candidates in drafting their own full research proposal which they defend in an official ceremony.

The 2016 edition of RMS was once again an exciting learning experience for both students and lecturers. It brought together 10 participants from 8 different countries as well as 27 participants who followed the program online. The online students are participants from the MSM blended program as well as students from our partner institutes: RWTH Aachen, MSM Kuwait and The Regional IT Institute (RITI) in Egypt. Candidates all brought their unique cultural backgrounds and inspiring professional expertise - varying from sustainable agribusiness to poverty alleviation, women empowerment, social entrepreneurship, food security, global shipping and leadership and organization - that vividly illustrated MSM's global reach and diverse know-how. As in previous years, participants found themselves seriously intellectually tested and described the intense coursework as trying. Because of its systematic and integrated approach and its steep learning curve, however, all participants ultimately experienced the challenging three-month program as indispensable for their research skills and as a boost for their confidence as scholars.

Candidates worked together extensively and intensely and many lasting friendships were forged in the joint process of formulating the right questions, developing cutting edge problem statements and drafting sound conceptual models. As lecturers, we are exceedingly proud to have the chance to be part of this process and of the individual as well as collective intellectual journeys of our talented and motivated candidates.

### The Research Team

#### On campus participants

**Ziad Abdi Abi** *Ethiopia*  
**Tania Afroze** *Bangladesh*  
**Helina Befekadu Bekele** *Ethiopia*  
**Sylvan Dauda Danaa** *Ghana*  
**Immaculate Onesmo Gillo** *Tanzania*  
**Deb Narayan Goswami** *West Bengal*  
**Joselito Aquino Kalaw** *Philippines*  
**Radityo Putro Handrito** *Indonesia*  
**Sultan Yousef Sabr** *Saudi Arabia*  
**Muhammad Harris** *Indonesia*



## Project Management Techniques, Tools and Skills 2016

This year, the participants took part in two modules of the Project Management Techniques, Tools and Skills program: Project Finance and Project management module. During the first module, all 14 participants from 9 different countries explored the role and importance of private finance in the 2030 development agenda. The topic of sources and mobilization of domestic and international sources triggered very creative discussions, with trainers and among participants.

The second module “freed” a managerial spirit in all participants, who all learned to master skills such as understanding the concept of logic model, designing a real project, planning time and costs, managing risks and understanding evaluation tools! In the end, I am pretty sure that the participants’ professional skills and knowledge, good ideas and energy will boost the efficiency and effectiveness of investments, paving the way for sustainability and impact. We are looking forward to hearing many successful stories from our participants.

**Mirjana Stanisic, MA**

*Program Manager*

**Awder Sabir Abdalrahman** *Iraq*  
**Sawsan Abu Al Ghanam** *Jordan*  
**Sofia Dekri** *Morocco*  
**Salah Jadda** *Morocco*  
**Hicham Elbouzaïdi Cheikhi** *Morocco*  
**Saloua El Yandouzi** *Morocco*  
**Sami Aoun** *Lebanon*  
**Kwabena Ampong** *Ghana*  
**Kofi Akodwaa-Boadi** *Ghana*  
**Carl Ahadzi** *Ghana*  
**Gamal Hegazi** *Egypt*  
**Vakhtang Tukvadze** *Georgia*  
**Amani Hamisi Makota** *Tanzania*  
**Greyson Muhimbila** *Tanzania*  
**Adolf Babiligi Rutayuga** *Tanzania*  
**Aldeen Van der Walt** *South Africa*  
**Mi Li** *China*





## Leadership Skills 2016

This two-week program with 15 participants from 10 different countries focused on the development and further improvement of leadership skills.

The program was split in two parts:

- 1) Personal Leadership Skills, lectured by Ms. Carin Beyer
- 2) Effective team leadership, lectured by Ms. Miriam Frijns

During the first week the focus was on soft skills, personal character traits and qualities, our attitudes and habits and how to interact with other people and the environment we live in. The cultural aspect of credibility and visibility in negotiation, power styles and conflict management in leadership were highlighted through assignments and group discussions.

In the second week participants were introduced to the aspects of the role of a leader in leading and managing a team. Using the take away lessons from the first week of the program, participants could exercise their improved communication skills through assignments in chairing meetings, by recognizing the individual skills of their team members and by delegating in a professional way in order to improve the quality of the outcome of a meeting. The very interactive style of lecturing and set up of the program “forced” participants out of their comfort zone which was met with great enthusiasm.

### Dorus Evekink

*Program Manager*

**Shadi AbuAloush** *Jordan*

**Rami Abugrara** *Libya*

**Tarek Esmin** *Libya*

**Ouafa Ezemmouri** *Morocco*

**Zohra Tazi** *Morocco*

**Marine Ioseliani** *Georgia*

**Nestan Tsitsishvili** *Georgia*

**Irina Gorgiladze** *Georgia*

**Anano Gorgodze** *Georgia*

**Mohamed Ali Hersi** *Djibouti*

**Jennifer Kelly** *Australia*

**Sandra Martinez** *Colombia*

**Yamanic Martinez Ceron** *Mexico*

**Farishta Mirbacha Naderi** *Afghanistan*



## Entrepreneurial University Transformation 2016

The roles of higher education are changing. Universities are increasingly expected to contribute to socio-economic development with talented graduates, innovative research and appropriate community services. And that in a context of population growth with an increasing number of students and financial constraints. Struggling with these challenges, more and more institutions are laying emphasis on how to become more entrepreneurial.

In the participative program, we all shared our experiences of how we are dealing with entrepreneurship and innovation in our institutions in Europe, Africa, Middle East, and Asia. During the intensive week, we focused on how to develop organizational capacity, enterprising staff and incentives as a basis for income generation, innovative research and entrepreneurial teaching and learning. In addition, you had the opportunity to learn from the experiences of MSM's partners RWTH Aachen and Maastricht University on how to set-up and improve entrepreneurship centers and incubators. We also learned about the triple helix approach in the Limburg province. You started to mold all these insights into your own entrepreneurial university transformation plan and we brainstormed on how you could actually measure success. I sincerely hope that the tools and concepts we were able to offer you will help you to succeed in the complex process of entrepreneurial university transformation,

**Huub Mudde, MSc**

*Program Manager*



**Gavin David James Harper** *United Kingdom*

**Ibok Oduro** *Nigeria / Ghana*

**Richard Akromah** *Ghana*

**Imoro Braimah** *Ghana*

**Motoi Koike** *Japan*

**Laki Maurice Mbayo Musewa** *Congo*

**Catherine Nsiami Mabila** *Congo*

**Anwer Azzan** *Yemen*

## Fundamentals of University Leadership & Management 2016

Nine participants from five different countries participated in the Fundamentals of University Leadership and Management Program. This special program places the tasks of University Leadership and Management in the context of Strategic Management. The module consisted in an introduction into strategic thinking, the implementation of the strategy and the focus of leadership and change management issues. Based on their learnings, participants enthusiastically worked on the assignment of a strategy and a strategic framework for their organization at home.

A number of participants also took part in the Entrepreneurial University Transformation course a week earlier. During the program participants were able to do a work visit to Zuyd University of Applied Sciences in order to learn how theory could be put into practice. The fact that participants had different cultural backgrounds contributed to lively and positive discussions during group assignments. We wish everyone all the best, both in their professional and private life.

### Dorus Evekink

*Program Manager*

**Motoi Koike** *Japan*

**Laki Maurice Mbayo Musewa** *Congo*

**Catherine Nsiami Mabila** *Congo*

**Anwer Azzan** *Yemen*

**Mark Adom-Asamoah** *Ghana*

**Erin Julia Anderson** *USA/UAE*

**Joshua Ayarkwa** *Ghana*

**Yaw Adu-Sarkodie** *Ghana*

**Emelia Agyei-Mensah** *Ghana*



## Project Development Management 2017

PDM 2017 was truly a great experience for me. As in previous years, the PDM program consisted in two modules: Project Design Tools and Project Monitoring Tools module, including the distance education component. Participants started their personal project development journey already at home – working on a pre-course assignment based on their own case and problem, using project cycle management methodology. Participants continued the work on the further development and fine tuning of their individual project case during the whole program, through the application of various project management techniques. It was truly a pleasure to see how all aspects of the first program module were utilized through number of individually developed feasibility studies. Continuing in the same manner during the second module, different data collection analysis and interpretation methods were discussed, as well as the reporting design. During the final presentations of the individual projects, it was very inspiring to discover a great number of complex but yet creative, feasible, and in one word sound projects. It was an absolute pleasure being a part of the great group of already very skilled project managers, with great ideas and lot of passion. Best luck to all of you!

**Mirjana Stanistic, MA**

*Program Manager*



**Ahmed Mohamed Abdelmaksoud** *Egypt*

**Ahmed Hamdi** *Iraq*

**Shireen Nabil Fahmy** *Egypt*

**Abdelaziz Ngadi** *Morocco*

**Hezha Rasul** *Iraq*

**Reda Ajaraam** *Morocco*

**Shahad Sattar** *Iraq*

**Halima Ait Faqir** *Morocco*

**Christianne Jeha** *Lebanon*

**Caroline Jelagat Kosilei** *Kenya*

**Liberatus Msasa** *Tanzania*

**Bayu Giri Prakosa** *Indonesia*

**Claudia Daza** *Colombia*

**Munawar Hussain** *Pakistan*

**Khurram Khan** *Pakistan*

**Alina Akhyar** *Pakistan*

**Tenager Jembire** *Ethiopia*

**Samuel Nii Odai** *Ghana*

**Kofi Akodwaa Boadi** *Ghana*

**Philipp Kappestein** *Germany*

**Zakir Hossain** *Bangladesh*

## E-Government 2017

The E-Government program consisted of two modules E-Government Policies and E-Government Projects. The program welcomed an exclusive group of highly driven and ambitious young public sector executives and managers who were really up to making the changes for their organizations, for their countries, changes highly required in the present era of e-involvement through digital government. The various workshops were conducted in a positive spirit of teamwork and learning, one that was further enhanced through social media based discussions that were set up by the participants. We have since received encouraging feedback on how many of the ideas generated and worked out during the program are being implemented “back home”.

**Joris Stadhouders, MSc**

*Program Manager*

**Mohammad Alzu'bi** *Jordan*  
**Said Najahi** *Morocco*  
**Nizar Ben Neji** *Tunesia*  
**Raz Adeeb Shakir** *Iraq*  
**Daroon Abdulla** *Iraq*  
**Amanj Hussein Mahmood Mahmood** *Iraq*  
**Dlovan Al-Naqshabandy** *Iraq*  
**Awder Ahmed** *Iraq*  
**Benjamin Kwakutsey Azinogo** *Ghana*  
**Kezang Dema** *Bhutan*  
**Muharromi** *Indonesia*  
**Elvin Adrin** *Indonesia*  
**Aulia Rahim** *Indonesia*  
**Nata Goderdzishvili** *Georgia*  
**Nikoloz Gagnidze** *Georgia*  
**Hisham Omar Alshaikh** *Saudi Arabia*  
**Awwad Alawwad** *Saudi Arabia*



## Sustainable Development for Emerging Economies 2017

The EP program Sustainable Development for Emerging Economies consisted of two one-week modules, Corporate Social Responsibility and Value Chain Analysis. The participants of this year's program came from all spheres of society. There were participants from large multinationals such as Mobil Oil from Nigeria, Tata Steel from the Netherlands and the Georgian Hydro Power plant. We got participants from NGOs such as Woord en Daad and the Lincoln Foundation in the USA. There were also participants coming from ministries such as from the Ministry of Finance in Indonesia, the Ministry of Tourism of Morocco or the UN mission of Sweden in New York. And finally we got students from middle and smaller size companies from Libya, Saudi Arabia, Georgia, Indonesia and the Netherlands. All in all a great mixture of participants who learned how to develop a CSR strategy for their respective organizations or how to conduct a value chain analysis and how to relate this to economic development policies and strategies. The one-week courses consisted of theoretical blocks, case studies, role plays, company visits and finally the development of an individual action plan. The two courses were a great success and we are looking forward to a new group of participants in February 2018.

**Diederik P. de Boer, PhD**

*Program Manager*

**Sepriza Triasanditya** *Indonesian*  
**Mardalina Handayani Makunimau** *Indonesian*  
**Kawtar Anini** *Morocco*  
**Abdelhakim Mohamed Omran Ali** *Libya*  
**Joyce Mwita Gachuma** *Tanzania*  
**Natia Khelaia** *Georgia*  
**Hamad Alhomoudi** *Saudi Arabia*  
**Gerjan Agterhof** *the Netherlands*  
**Zviad Diasamidze** *Georgia*  
**Jafeda Agwana Waba** *Nigeria*  
**Krsna Powell** *U.S.A.*  
**Jennifer Joan Tortorello** *U.S.A.*  
**Tomas Plauska** *Lithuania*  
**Hanna Stenberg** *Sweden*  
**Lisette Alejandra Zorrilla Avendadano** *Venezuela*  
**Nando Leerentveld** *the Netherlands*



## Strategic Leadership & Organizational Change 2017

Twelve participants from nine different cultures participated in the two-week Strategic Leadership and Organizational Change Executive program. This program was specially developed to help leaders and potential leaders to bring their Leadership and Organizational skills to a higher level of competence. These skills effectively and efficiently mixed with technical skills and knowledge will strongly improve the way we interact with our subordinates, co-workers and customers. The program was split into two modules:

1. Strategic Leadership, lectured by Mr. Leo Kerklan
2. Organizational Change, lectured by Prof. Geert Heling

The first module focused on processes aimed at setting the organization direction. The content was about analysis, decision-making and planning. It further focused on the implementation of the strategic plan to realize the desired objectives. The second module focused on the constant factor of change in today's business world. It is a world in which organizations have to adapt to both their external environment but also their internal organization. The two modules equipped participants with leadership skills and capabilities to lead the organizational change processes.

During the work visit to Sabic Europe and the Municipality of Maastricht participants were informed about the interesting implementation process of change as a consequence of strategic decisions in two complete different organizations. Not only the fact that participants came from different cultures but also that they were active in different working environments had a creative effect on group discussions and substantially improved interaction during role play in assignments. On departure the participants expressed great satisfaction about the interactive and stimulating way the program was presented. They described the work visits as a special learning experience because they could see how theory works in practice.

**Dorus Evekink**  
*Program Manager*

**Sinta Marito** *Indonesian*  
**Aza Rahman** *Iraq*  
**Hakima Khellaf** *Algeria*  
**Camelia Laoufi** *Algeria*  
**Tayeb Tofik Dahar** *Algeria*  
**Rand Abdallah** *Jordan*  
**Katherine Cuervo Farfan** *Colombia*  
**Gamal Hegazi** *Egypt*  
**Basheer Yakoob** *Germany*  
**Taavi Pehme** *Estonia*  
**Marcus Weise** *Germany*













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SCHOOL OF  
MANAGEMENT

Endepolsdomein 150, 6229 EP Maastricht, the Netherlands  
PO Box 1203, 6201 BE Maastricht, the Netherlands  
T: +31 43 38 70 808, F: +31 43 38 70 802, E: info@msm.nl  
www.msm.nl

**MSM**

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