



## Letter of Recommendation

### To Whom It May Concern:

Prof. Frühwirth has been teaching for us in the Executive MBA in International Supply Chain Management program since 2004, at different locations as Vienna, Zurich and Bratislava.

Our complete MBA program is held in English language. The participants of our program are reputable executives from international companies exposed to time pressure as usual in international business. Most of the participants have a technical education; only some of them have an economic education. However, many of the participants have gained an economic perspective on the job.

Prof. Frühwirth currently is responsible for the course block “Accounting, Finance and Controlling”. His broad-based skills allow him to teach accounting, finance and controlling in an integrated manner, changing perspectives between these three fields whenever necessary or appropriate and looking at the course contents from different angles. Due to his continuing research activity his course also includes the latest developments in the field.

His course materials are very polished. They include pre-readings, slides, examples, homework exercises, sample-tests for preparation of the final test, cases and so-called “enrichment booklets” (application-oriented material from www, newspapers and databases) with especially the cases and the enrichment booklets building a good bridge between theory and practical implementation. The participants appreciate his efforts in compiling them very much. To give an example of the degree of precision in Prof. Frühwirths preparations, I want to mention that he integrated into the course materials the relevant Excel commands in different Excel versions (English, French, German Excel versions) thereby making sure that all our international participants can solve the numerical problems with Excel irrespective of their origin and the Excel version used.

Besides his expertise and the well-composed course materials, Prof. Frühwirth shows good teaching capabilities in English language. His teaching approach includes technical innovations using laptop, video beamer and Microsoft Excel as well as data transfer by means of our internet server and USB stick. He is always well prepared and ready to answer participants’ questions at their satisfaction. His interactive teaching style promotes discussions and includes teamwork in solving problems with him operating as coach for several teams simultaneously.





He has shown to be able to motivate participants to present their solutions to the whole class – even those who had no experience in this field before.

The participants in his course especially liked his very structured form of teaching and the good mix of the different teaching components (slides immediately followed by the respective examples, with a gradual increase in complexity as well as a comprehensive case study serving as a summary of the interfaces). Both make it easier for them to understand the interrelations between different topics. For many participants the days with Prof. Frühwirth expanded not only their skills but also their horizons. The exams indicate a good learning success for the participants although the contents were comprehensive and new for most of them. To point out his commitment to the course and to the participants, I want to mention that Prof. Frühwirth was willing to answer e-mail questions raised by some participants and dealing with Accounting, Finance and Controlling problems in their companies even several months after the exam.

As a consequence of his skills, the consistently good evaluation results and the increasing significance of the field, we gradually decided to expand his lecture from one day (“Finance”) to a block of four days (“Accounting, Finance and Controlling”) – a decision that we consider as a good decision ex post.

For the reasons outlined in this letter I can absolutely recommend Prof. Frühwirth for teaching classes, both for executives and for non-executives and for audiences both with and without an economic background.

Yours truly,

Prof. Dr. Paul Schönsleben  
ETH Zürich  
(Federal Institute of Technology Zurich)