

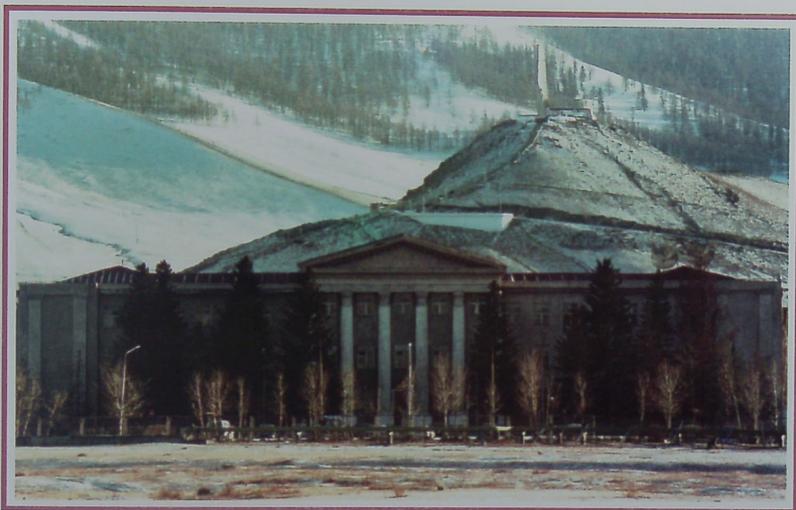


Academy of Management





THE IMPLEMENTING AGENCY OF
THE GOVERNMENT OF MONGOLIA



Academy of Management

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Message from the Rector



According to official documents, the Academy of Management was established in 1999. However, the Academy has many decades of history.

Mongolian people have been strengthening the independence of their country, gained in the 1920s, and striving for extensive reform in all spheres of their social life. The effort and struggle of the Mongolian people to create a new way of life had to be well managed and unified. The Retraining Institute for State Officials and Party members, founded in 1924, greatly contributed to that process of social transformation. Thousands of graduates from the Institute have been directly involved in implementing the long term objectives of society, such as strengthening the state, promoting social transformation, industrialising the country, organising agricultural cooperatives, developing the farming sector, protecting public health, and educating people.

Many emerged as outstanding businessmen, statesmen and public figures, and their names are well-known throughout the country.

Having been a nation-wide resource for preparing and training personnel for the state administration, social and cultural sectors, the Academy was transformed into the State Centre for Training and Research in the 1990s and started to produce a new generation of professional public servants for the new democratic system. Since 1990 thousands of Academy graduates have devoted themselves to the realisation of the ambitious targets and goals of the country's democratic and market system.

Thus the Academy of Management, which has remained loyal to the prevailing ideology of the state throughout its existence, fully deserves to be proud of its graduates, throughout all generations, and of its tradition of preparing successors for the Government service.

A handwritten signature in dark ink, appearing to read 'Tudev. Sh.', written in a cursive style.

Prof. Dr. Tudev. Sh. Rector of the Academy of Management

General Outline



The Academy of Management is a training and research institution vested with the duty of training public and education administrators and business managers, carrying out research and providing consultancy services in the fields of public administration and business development.

It was established in 1924 as the Retraining Institute for state and local government officials and party members and activists. It was reformed into the Academy of State and Social Studies under the State Ikh Hural (Parliament of Mongolia) in 1992 and given new functions and duties in connection with the democratic reform process. In 1994 the Management Development Institute and the Research Centre on State Policy and Social Studies under the Government were merged with the Academy and renamed the Institute of Administration and

Management Development, an implementing agency of the Government of Mongolia.

In 1999 IAMD established a PhD programme in management. To reflect the increased academic activities the Institute was renamed Academy of Management.

The Academy of Management is the Mongolian Government's central organisation to train, retrain and upgrade the skills of public administrators as well as business managers on an agreed basis with the State Ikh Hural, the President, the Government, the Supreme Court and other organisations. The Academy also conducts research and consultancy activities on state policy, economic and management issues. The Academy of Management is the only post graduate and post experience management development institution in Mongolia.

Vision

To be national center of excellence in delivering world class training for Mongolian State Public Servants and Managers in the XXI century.

Mission Statement

- Build institutional capacity to design and deliver the best postgraduate training courses;
 - Continue to develop and maintain a national reputation in most activities and establish an international reputation;
 - Provide high quality education through the development of useful learning;
 - Enhance the quality of research output;
 - Ensure that the degree programmes remain attractive to a wide range of applicants.
- The core mission of the Academy lies in assisting Government by raising a new generation of administrators and managers for work in conditions of a democracy and market economy, by equipping them with relevant knowledge and skills.

Objectives

- Develop and maintain a national reputation in most activities;
 - Maintain the attractiveness of degree programmes with a wide range of applicants;
 - Provide a high quality of education for managers and civil servants;
 - To seek continuous improvement in the quality of teaching, research and all other activities;
 - To offer an attractive portfolio of courses which develop the intellectual, creative and personal abilities of managers and civil servants, and provide them with knowledge, understanding, skills and experience;
 - To enhance research in all departments and to achieve a high level of research in selected areas of activity;
 - To provide facilities and support systems for all students and staff which will enhance opportunities for educational and personal development;
 - To enhance wider international links;
 - To establish the Academy's capacity to efficiently utilize achievements of international and national management thinking in the Mongolian environment and practice.
- The Academy staff is working to achieve these objectives and believes that the Mongolian Government, overseas partners and friends of goodwill support the endeavor.

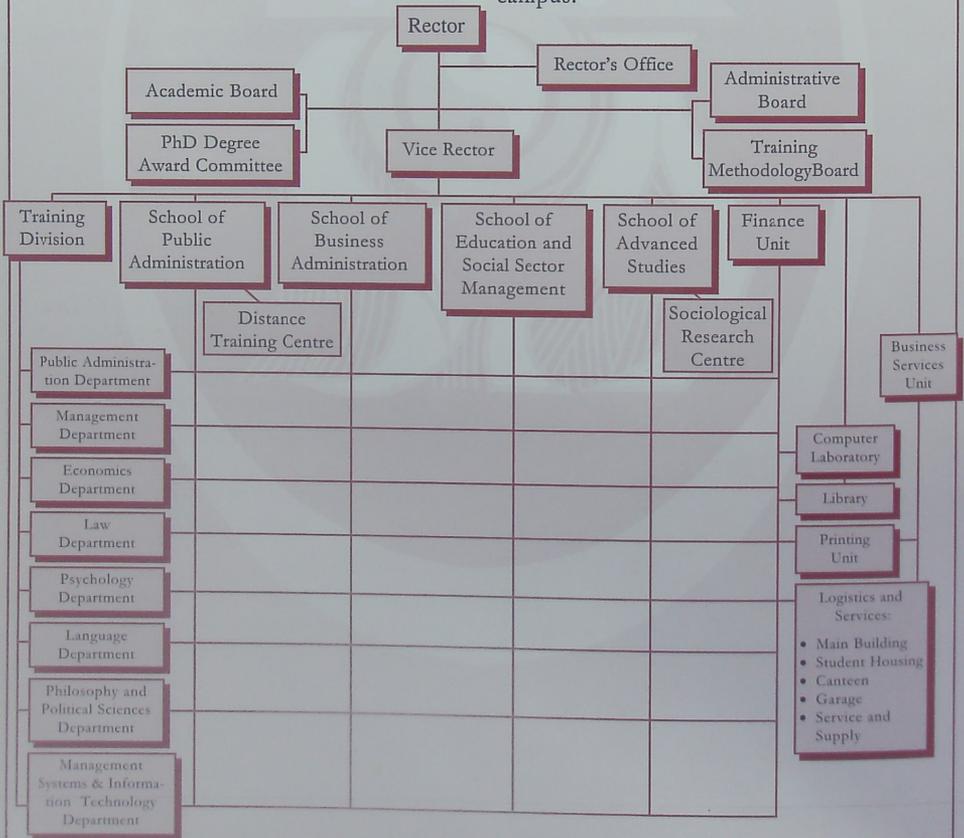
Organisational Structure

Presently the organisation of the Academy is divided into the following four schools, a Training Division and a Business Service Unit.

1. School of Public Administration
2. School of Business Administration
3. School of Education and Social Sector Management
4. School of Advanced Studies.

The teaching faculty of the Academy come under the Training Division and are organised through eight departments. The Schools commission teaching staff from the Training Division for conducting their training programmes. At the moment, the Academy employs 75 teachers and has about 1300 students.

Every year the Academy's material facilities have been strengthened. Currently it has dormitories, a canteen, a printing unit, a library and modern language and computer laboratories on the campus.



School of Public Administration

The School of Public Administration was established on July 1, 2000 following the restructuring of the Academy. The School includes the Distance Training Centre.

Objectives

The main objectives of the School of Public Administration are:

- Training personnel with the capability to disseminate required new knowledge and skills to government employees,
- Supporting the strengthening of the Government administrative capacity through research and consultancy on key issues of national management.

Training courses

- Master degree programme in Public Administration
 - ✓ MPA Full-time programme with duration of 2 years or 4 semesters
- Management Diploma in Public Administration
 - ✓ Full-time, 1 year or 2 semesters
 - ✓ Part-time, 1.5 year or 3 semesters
 - ✓ Combined full-time and part-time programme, 2 years or 4 semesters
 - ✓ Part-time, 1.5 years or 3 semesters
- Short and special courses for upgrading skills and the retraining of public administrators and civil servants.

The School will continue to work on the principle of decentralisation the implementation of activities related to government structure, organisation, finance and international relations.



School of Business Administration

The study of business at the School of Business Administration dates back to the founding of the Business Administration programme at the Institute of Administration and Management Development in January 1994. In July 2000, the School was established as an integral part of the Academy of Management.

Mission

Our mission is to educate and train a new generation of knowledgeable, skilled, civilised managers for positions of leadership and responsibility. In our study programmes we are committed to providing support to our students with the need to develop and achieve their goals at an international standard. Moreover, the School respects the benefits to its clients (organisations and individuals) and invests its own efforts into the implementation of the Academy's objectives: educating and training through programmes of excellence, innovation and responsiveness.

Objectives

Consistent with the traditions of the Academy of Management, we fulfill our mission by

- Offering integrated and innovative curricula that promote professional and managerial competence according to market demands,
 - Organising training process and review systems, through control and evaluation, to attain international standards
 - Cooperating with faculties and delivering teaching excellence in a student-centered learning environment
 - Increasing the quality of training materials and the availability of textbooks and training handbooks for lifelong learning, thereby fostering capacity for critical inquiry, the exercise of reason and reflection, and the ability to communicate clearly and persuasively;
 - Increasing the number of consulting activities and the maintenance of expert teams.
 - Strengthening our partnership with internal and external agencies with similar responsibilities.
- ## Training courses
- Master degree programme in Business Administration
 - ✓ MBA Full-time programme with duration of 2 years or 4 semesters
 - ✓ Master of Management Science programme, combining a full-time and part-time programme with a duration of 1,5 years or 3 semesters.
 - Management Diploma in Business Administration
 - ✓ Full-time, 1 year or 2 semesters
 - ✓ Part-time, 1,5 year or 3 semesters
 - ✓ Combined full-time and part-time programme, 2 years or 4 semesters
 - ✓ Part-time, 1,5 years or 3 semesters
 - Short and special courses for upgrading skills and the retraining of business administrators and entrepreneurs.
- In today's complex business environment, no entrepreneur or corporate officer can be

expected to manage effectively without a thorough grounding in the theories and principles of accounting, organisation theory, finance, marketing, economics, and statistical methods. At the same time, today's business climate demands decision-makers who relate to far more than the fiscal "bottom line." Business managers and owners today must be prepared to answer questions and tackle issues regarding how to manage change, corporate social responsibility, and the myriad forms of interaction between business needs and constantly changing and emerging

technologies. Therefore we provide knowledge to business managers in their need to be sensitive, creative, broadly educated, and flexible, along with being technically proficient.

The research and consulting activities need to be emphasised as much as teaching effectiveness. The School Business Administration includes experts for further research into aspects of management science, and at the same time, to conduct and implement projects and to provide consulting services for individuals and organisations.



School of Education and Social Sector Management

The Programme of Education Management was started in 1997. In July 2000, the School of Education and Social Sector Management was set up as one of the member schools of the Academy.

Mission

The mission of the School of Education and Social Sector Management, a training and research centre, is to prepare administrators and managers with the knowledge and skills to guide and organise public service activities in order to adjust to the requirements of market demand.

Objectives

The objectives of the School are

- Developing and delivering programmes and curricula for the specific activities of administrators in social sectors, respecting market demand and the overriding interest of consumers.
- Providing a source of knowledge and inspiration, based on culture and imagery, which are appropriate to the development of administrators with extensive knowledge and skills
- Creating a favourable environment for research work, and providing professional books and textbooks, booklets and teaching aids.
- Establishing an information system to assist

administrators in identifying needs in the social sectors

- Collaborating with similar national and foreign Institutions to provide mutually advantageous cooperation by enhancing relations.

Areas of training and research

- Education Management
- Culture and Art Management
- Health Management
- Sports Management
- Journalism Management

Training courses

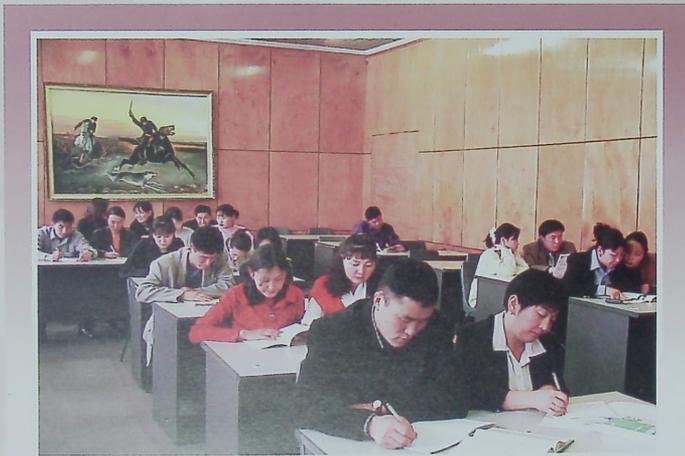
- MEM Master degree programme in Education Management
 - ✓ Full-time programme with duration of 2 years or 4 semesters
- Management Diploma in Education Management
 - ✓ Full-time, 1 year or 2 semesters
 - ✓ Part-time, 1,5 year or 3 semesters
 - ✓ Combined full-time and part-time programme, 2 years or 4 semesters
 - ✓ Part-time, 1.5 years or 3 semesters
- Short and special courses for upgrading skills and the retraining of administrators in the educational and social fields.

Results of training

- Theoretical preparation to analyse “the state policy” plan and forecast future state policy.
- Graduates are required to reach a certain standard of knowledge and skills to analyse activities in any social sector; to gain the methodology and practical ability to control, correct, coordinate in their field, and to work with a team, understand their ethics and group psychology, and to learn to lead them

Research

Building on their intellectual capabilities and interests, the lecturers and research workers of this School are studying management problems in education and public services, participating in research projects and training, and writing texts, dissertations and books.



Erdem School of Advanced Studies

The School of Advanced Studies was newly founded in July of 2000, following the restructuring of the Academy of Management. The school has Sociological Research Centre and provides doctoral training as well as organises research activities within the Academy.

Mission

The mission of the Erdem School is to develop a national management science school that combines the advantages of nomadic and urban cultures.

Objectives

The objective of the school is to upgrade the qualifications and skills of government employees, business managers and educational administrators who are interested in advancing academic studies in Mongolia and who respect the fundamental interests of Mongolia.

- To develop a scientific programme for doctoral training that corresponds to the political, economic and social needs of Mongolia.
- To direct doctoral research and theses to topics that are requested from the Academy.
- To conduct research, and publish books, journals, texts, and publications that meet the standards of research schools throughout the world.
- Based on the theories and practices of global management, to investigate and attempt to solve the problems and complex issues related to Mongolia.

- To conduct courses and seminars on adapting methods and mechanisms to manage international relations and Mongolia's environment, and the factors that affect the management

Organisational Process

- To study social opinion.
- To conduct target training for PhD students.
- To discuss and approve the thesis topics by considering the appropriateness of topics to the research areas of the Academy.
- To organise discussion on PhD students' research themes among departments.
- To organise discussion on PhD students' research at the Academic Board level of the Academy.
- To discuss PhD students' thesis topics with the Temporary Council and prepare students for their thesis defence.
- To prepare the pre-defence process.
- To organise thesis defence meetings and grant PhD degrees.

Duration of the training

- PhD training 2.5-3 years.
 - ✓ first academic year – one session for 30 days.
 - ✓ second year – two sessions for a total of 60 days.
 - ✓ third year – three sessions for a total of 30 days in class training and 60 credit hours.

General requirements for training

- New trends in management theories.
- Managerial mathematics.
- Managerial economics.
- Philosophy of development of nature and society.
- Cybernetics and general theory of management.
- Allocation of welfare and productive resources of Mongolia.
- Mongolian studies.

Results of training

- Students are required to study advanced theoretical schools of management science.
- Students should be able to conduct scientific research work independently.

- Students should be able to defend the chosen thesis topics.

Areas of Research

- Models of Mongolian management.
- Issues related to the State, and social or economic security of Mongolia.
- Analysis of Mongolia's state and legal system.
- External and internal environment of Mongolia's management.
- Social psychology and social environment.
- The research will be published as books, textbooks, research publications and will become a key input to the Academic Schools of the Academy.



Training Division

Objective

To develop, organise, implement and monitor the Academy's training policy, standards, methodology and technology.

Main Functions

- To develop the training policy of the Academy
- To develop training standards, methodologies, and technologies in the Academy, and to monitor their implementation
- To organise, coordinate, and monitor the training process of the Academy
- To coordinate and monitor the training policy and activities of member Schools
- To collect and process data and information on training activities in the Academy
- Supervise departments and trainers, monitor and evaluate trainers' performance
- To organise the exchange of training know-how in the Academy

Structure and Organisation

The Training Manager is the Head of the Division. The Division is responsible for monitoring training methodology. There are four staff in the Division, which supervises departments and organises the supply of trainers, rooms, and other training resources, as necessary, to the Academy's Schools.

The Academy has the following departments:

- Public Administration
- Management
- Economics
- Law
- Psychology
- Languages
- Philosophy and Political Science
- Management Systems, Information and Technology

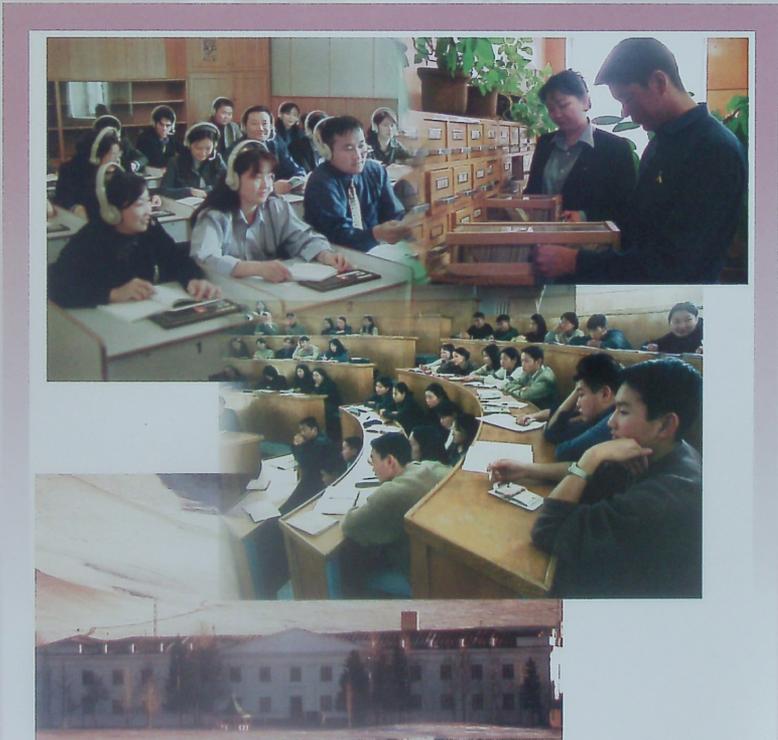
Admission Requirements

Participants in the MBA and MPA programmes are selected from successful graduates of the graduate diploma course upon the request of a sponsoring supervising organisation and according to their talents,

ability and knowledge. Applicants for the graduate diploma, the one-year basic or two year on-the-job and extra mural courses, are required to sit for examinations in June. The examination date is announced in newspapers in May every year.

Assessment

The Academy's academic year consists of two semesters of 18 weeks each. Depending on the subject, the student's work is assessed throughout each semester by means of assignments, essays, projects, tests and examinations.



Structure of Training Programmes

Graduate Diploma Courses

Diploma in Public Administration

This programme is for people who have successfully graduated from universities or other higher educational establishments and have at least three years practical experience. It is one-year course for those studying full time. For those government officers who have to study without separation from their work, the

Academy offers part time training programmes for 1,5 - 2 years, which is equal to the one-year programme. Those who have successfully completed the programme, passed the exams and defended their diploma thesis will be awarded the Academy's Graduate Diploma.

Curriculum for Graduate Diploma in Public Administration

Module I: Law

Constitutional Law
Administrative Law
Civil Law
International Public Law
Labor Law
State Control

Module II: Public Administration

Theory and Practice of Public Administration
History of Mongolian Public Administration
Public Policy and Policy Analysis
Local Government
Public Financial Management
Civil Service, Human Resource Management

Module III: Management

Management
General Management
Strategic Management
Total Quality Management
Project Management
Leadership

Module IV: Economics

Economics (Macro and Micro)

Module V: Psychology

Management Psychology
Social Psychology
Communication
Ethics in Civil Service

Module VI: Information Technology

Computing
Information Systems
State Information Systems Network

Module VII: Mathematics, Cybernetics

Mathematics
Statistics
Decision-Making Methods

Module VIII: Sociology, Political Science

Sociology
Political Science Studies

Module IX: Languages

Foreign Languages
Mongolian Script
Diploma Thesis

Diploma in Business Administration

This graduate diploma programme is designed for those who intend to make their future career in business. All participants of this programme are required to have a bachelor degree from universities and institutions, and at least three years working experience. The main focus of

the programme is to train generalists in the field of business administration. Those who complete their courses, pass all exams, defend their diploma thesis will be awarded the Academy's Graduate Diploma.

Curriculum for Graduate Diploma in Business Administration

Module I: Management

Management, Organisation Theory
Business Policy
Production Management
Human Resource Management
Innovation Management
Project Management

Module II: Law, Public Administration

Law
Business Law
Labor Law
Civil Law
International Public Law
Theory and Practice of Public Administration

Module III: Accounting and Finance

Financial Accounting
Cost Accounting
Managerial Accounting
Auditing
Financial Management
Banking

Module IV: Economics

Economics (Macro and Micro)

Module V: Psychology

Management Psychology
Social Psychology
Communication
Business Ethics

Module VI: Information Technology

Computing
Information Systems
Information Systems Network

Module VII: Mathematics, Cybernetics

Mathematics
Statistics
Decision-Making Methods

Module VIII: Marketing, International Business

Marketing Management
Marketing Research
International Trade and Marketing
International Monetary and Finance

Module IX: Languages

Foreign Languages
Mongolian Script
Diploma Thesis

Diploma in Education Management

This programme is designed for secondary school principals and deans of studies, and for those who intend to make their future career in the education sector.

Curriculum for Graduate Diploma in Education Management

Module I: Law

Constitutional Law, Administrative Law
Civil Law
Labor Law
Education Legislative Regulations

Module II: Educational Administration

Education Studies
Education Institutions Objectives, Strategy
Education Philosophy and History
Training Technology Management
Education Standards and Control

Module III: Management

General Management
Strategic Management
Project Management

Module IV: Economics

Economics (Macro and Micro)
Education Economics
Education Marketing

Module V: Psychology

Management Psychology
Social Psychology
Communication

Module VI: Information technology

Computing
Information Systems
State Information Systems
Network

Module VII: Mathematics, Cybernetics

Statistics, Education Statistics
Cybernetics, Decision-Making Methods

Module VIII: Sociology, Political Science

Sociology
Political Science

Module IX: Languages

Foreign Languages
Mongolian Script

Module X: Public Administration

Public Administration Policy,
Policy Analysis
State Financial Management
Diploma Thesis

Master Degree Courses

Master of Public Administration

The MPA programme was established in 1998. It is a continuation of the one-year Public Administration diploma programme and is offered to successful graduates of that programme.

MPA Curriculum

*Comparative Law, Mongolian Legislative Reform
Management Information Systems Analysis
State Policy Analysis
Development Theory, Sustainable
Development
Economic Modeling
Geopolitics, National Security
Risk Management
Information Technology
Non-profit Organisations
Finance (accounting, auditing)
State Service Quality Management
Management of State Owned Enterprises
State Social Service
Managerial Mathematics
English
Thesis*



Master of Business Administration

This is a continuation of the one-year Business Administration programme and is offered to successful graduates of that programme. The MBA programme provides an integrated course of study designed to prepare graduates to analyse problems, make decisions and to manage, motivate and lead people and organisations. MBA graduates will be considered as meeting the requirements to work in high level management positions in business organisations or as university or college lecturers and researchers.

MBA Curriculum

*Developmental Economics, Global Environment
Economics Modeling
Managerial Economics
Managerial Mathematics
Management Systems Analysis
Risk Management
International Management
Strategic and Export Marketing
Quality Management
Leadership and Motivation
Information Technology
Organisational Change
Banking and Financial Management
Foreign Language
Thesis*

Master of Education Management

The MEM programme was established in 1999. This programme is continuation of the one year Educational Management programme and is offered to successful graduates of that programme.

MEM Curriculum

Research Methods
Theory and Methods of Curriculum Development
Child Studies
Cross-cultural Communication and Management
Comparative Studies of recent Management concepts
Developmental Theory, Sustainable Development
Non-profit Organisations Finance (accounting, audit)
Cultural Studies
Recent Studies in Natural Science
Management Systems Analysis
Risk Management
Foreign Languages
Thesis

Certificate Courses

Three Month Certificate Courses in Public Administration and Business Administration

These courses are the main form of upgrading and improving the skills of central and local Government officials and managers who are currently working in high level positions or who are regarded as potential replacements for such people.

Typical curriculum for the three month certificate courses:

Economics
Public Administration
Management
International Trade
Accounting and Financial Management
Business Ethics
Organisational Behavior
Production Management
Information Systems
Local Government
Foreign language

Short Courses

These courses aim at training public administrators and business managers. The duration of these courses depends on the client. The course curriculum is set up taking into consideration the interests of the clients, and the participants are grouped according to position and area of specialization. The content of training is based on real problem solving in organisations.

Doctoral (PhD) Programme

Objective

The objectives of the PhD programme are to prepare appropriately qualified individuals for careers in academic research and teaching and for decision making positions in business and management. The Doctor of Philosophy is the highest degree conferred by the Academy and is a research degree requiring general proficiency and distinctive attainment in a special field as well as the ability for independent investigation, as evidenced by a dissertation based upon original research.

Admission Requirements

A candidate for the degree of Doctor of Philosophy normally will have a master degree in business or public administration and with marks of at least 85 % in their master degree courses. For candidates who hold a master degree in an area other than business or public administration, provision is made to take the three month certificate course at the Academy as a prerequisite for entry to the PhD programme.

Completed applications, together with the appropriate documentation should be sent to the Doctorate and Research Unit with the following documents attached:

- Certified copy of Master Degree and academic records
- List of publications
- Curriculum vitae
- Identification card/ passport
- Application form
- Report about work performance
- Evidence of sufficient funds to cover the costs of the programme

Applicants are required to sit an examination on a foreign language and an examination in their professional field, and to submit a report related to their area of interest.



Course of study:

The PhD requires two years of full-time study and the preparation of a thesis, which normally will not exceed 150 pages. PhD candidates are required to undertake some course work in conjunction with their dissertation. Course work is designed to improve professional practices by applying knowledge, expertise and skills to current problems and issues.

The major phases of the programme are as follows:

- Core courses in the area of business research, including mathematics, research methods and economics, which can be used in research and decision-making.
- Core courses in management decision areas, which include subjects such as management information systems, management, organisational behavior, public administration and Mongolian studies.
- Chosen field of specialisation, including knowledge and understanding of the literature of the field, the basic concepts, their origins, evolution and the application of advanced methods of research.
- A formal thesis proposal presented at an open workshop or seminar.
- An oral examination in defense of the completed thesis.

Research and Consultancy activities

Consultancy and research play important roles in the activities of the Academy. The objective of the scientific research is to study the transition to a market-oriented economy, the philosophy and models of management with national specifics.

The teachers and researchers at the Academy are conducting research on issues of economics, national security, policy analysis and management. These include:

- Improvement of macro economic management (investment, monetary policy, structural policy, planning at macro level, etc.)
- Government reorganisation and public service reform (development of government

structure, personnel management policy, organisational analysis of government agencies, etc.)

- Management philosophy and models, national characteristics and comparative studies (psychology of Mongolians, study of values, organisational analysis of business entities, social responsibility, etc.)
- Introduction of information technology at macro and micro management levels (econometrics, computerization)

Consultancy services are provided in drafting resolutions on economics, government structure and human resource management, formulating projects of economic and business issues.

International Links

In its efforts to raise the content and quality, research and consultancy to an international level, the Academy seeks to establish and develop links with international organisations.

Currently the Academy has established bilateral relations with and is co-operating with similar training institutes in the USA, Japan, Australia, Republic of Korea, Sweden, Italy, Australia, Netherlands, Federative Republic of Germany, UK and India. At present, the Academy is implementing the Project on Public Administration Training Support funded by the German Foundation for International Development, and the Project on Legal Training Support funded by the Hanns-Seidel Foundation, and a TACIS project on Strengthening the Institute of Administration and Management Development. Since the beginning of democratic change in 1990, the Academy has formed a close relationship with

the Swedish Institute of Public Administration (SIPU). In 1995 the Institute became a member of the International Association of Schools and Institutions of Public Administration.

The UNDP Project "Strengthening of IAMD" MON/89 exercised a great impact on the institution building and training of managerial personnel. The Academy, together with six other Consortium member Institutions, implemented an AusAID/UNDP Project "Strengthening Training Capacity in Economics, Management and Associated Disciplines".

Thanks to Government measures and the assistance of the UNDP and other international organisations as well as donor countries, the quality of the teaching staff has been improved and the material facilities have been strengthened.

Academy of Management Adjunct Professors

Prof. Ryokichi Hirono, Seikei University, Tokyo, Japan

Prof. Bo Synnerholm, Swedish Institute of Public Administration (SIPU), Stockholm, Sweden

Dr. Bernard E.L. A. Berge, Virginia Polytechnic Institute and State University (VPI&SU), Blacksburg, USA

Dr. Samir Chatterjee, Curtin University of Technology, Perth, Australia

Dr. Alek Werchanowski, First Secretary of Australian Embassy

Dr. Frederic Nixon, Manchester University, Manchester, UK



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