



Hochschule für  
Wirtschaft und Recht Berlin  
Berlin School of Economics and Law

# Berlin Full-Time MBA



Berlin  
Professional  
School

» Grow. Personally.  
Professionally. «





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# Berlin Professional School

## The institute for professionals at HWR Berlin

**The HWR Berlin enjoys a reputation as one of the most renowned universities for management training in Germany.**

Not only is it recognised for its expertise across a wide range of specialist subjects and strong focus on practical experience, but also for taking an international approach. Intensive, diverse research, and high quality standards perfectly add to the profile.

The HWR Berlin has consolidated its MBA and master's degree programmes as well as certificate programmes in the Berlin Professional School (BPS). The range of courses at BPS is oriented toward ongoing professional training with opportunities to study full-time or even combine studies with work, in the form of a remote, part-time or dual course. The Career Service and the BPS's extensive alumni network presents students with the opportunity to realign their careers while studying simultaneously. Participants explore career goals and establish networks.

Due to our successful collaborations with partner universities, companies and organisations worldwide, a natural transfer of management expertise and experience arises between academic training and practical demands.



### Practice-oriented

At the Berlin Professional School studying is practice-oriented and interdisciplinary.



### The future is in sight

We support you on your individual career path.



### International connections

We cooperate with companies, universities, and businesses all over the world.



### Learning together

Sharing experiences with your fellow students is an integral part of our further education programmes.



### Individual support

A close-knit learning environment enables us to provide you with individual attention.



### Experience Berlin

Berlin is international, cosmopolitan, and diverse. Nowhere else in Germany merge so many nationalities, cultures, and languages.



***Studying at the  
Berlin Professional School:  
student-centred, practice-oriented,  
interdisciplinary***

About us

**The Berlin Professional School provides a personal atmosphere with flexible, individual support.** Each study programme is managed by a team of coordinators who will advise you on all the questions concerning your studies at the BPS. The learning atmosphere is shaped by the professional and practical experience, for students and lecturers alike.

We actively involve a range of various experiences in specialist debates. This ensures that such active discussion among study groups forms an integral part of the course, and shapes the practical and interdisciplinary character of all our study options. Students, lecturers, and partners from business and administration work together to create a lively, practice-oriented learning environment in which leadership skills and critical reflection are fostered. In addition to management and leadership, quality, sustainability, and respect for cultural diversity are also taught and practiced at BPS.

We train managers and contribute to develop the skills of our students, who are going to be consciously capable to assume personal, corporate, and social responsibility in a global context.

»We develop professional leadership competences – together! Our ›Berlin Professionals‹ acquire state-of-the-art know-how, foster innovation and are encouraged to take responsibility on the job and for society.«

Prof. Dr. John Siegel  
Director of the Berlin Professional School



Achieve your  
professional goals

## Berlin Full-Time MBA: Achieve your professional goals

**As one of the first MBA programmes in Germany our Berlin MBA has been running successfully since 1992.**

Providing a perfect synergy of theory and practice the programme today reflects many years of experience in bringing together the expertise of our partners from business, industry and research in a holistic, practice-based curriculum. The Berlin Full-Time MBA will provide you with practical management know-how and crucial leadership skills.

To be able to engage with today's challenges of flatter hierarchies, complex networks, diverse work settings and the increasing speed of change, aspiring leaders need to learn a different set of competences. They need to be communication savvy, flexible and adaptive, diversity conscious and emotionally intelligent. They require openness to learning, adaptability and resilience.

The Berlin Full-Time MBA curriculum is designed as a perfect combination of on- and off-campus learning, such as excursions and company visits, career events and indivi-

dual coaching sessions. You will not only learn to think and act flexibly, but also develop personally in an international environment with a diverse student group from different personal and professional backgrounds.

This inspiring learning atmosphere will help you to develop your management competencies, to strengthen your leadership skills and to prepare for today's work environment.

The MBA degree marks an important and exciting turning point in your career. Whether you aspire to move up the career ladder in your current field, change job function or industry or become a successful entrepreneur. Our Career Service will accompany you throughout the programme. And our strong network at the Berlin Professional School will help you find your own career path and pursue it in a focussed way.

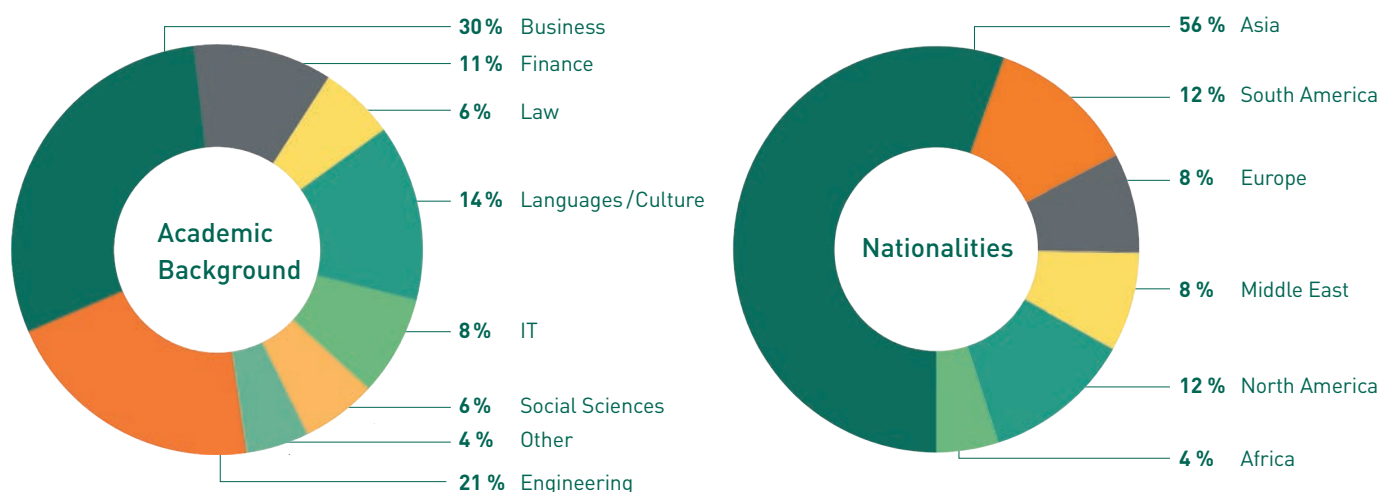
The MBA degree opens the door to PhD programmes as well as a career in the senior sector of public administration.



**Only a limited number of MBA and master's programmes offered by universities in Germany hold the AMBA (Association of MBAs) accreditation.** Our Berlin MBA is among them, confirming its alignment with internationally recognised standards of excellence.

Furthermore, the programme bears the seal of the German Accreditation Council.

## Our Berlin Full-Time MBA student groups\*



\* 2023–2025



Average Work Experience:  
7 years



Gender:  
Female: 40% | Male: 60%



Average Age:  
31 years

### At a glance

#### Programme start

September

#### Application period

1 December – 31 July

#### Type of study

full-time

#### Duration

15 months

#### Number of places

25 each year

#### Admission Requirements

- Completed university degree
- A minimum of three years' postgraduate work experience
- Excellent English language skills

#### Target group

The Berlin MBA is particularly suitable for graduates and professionals who have gained experience in business and wish to strengthen their leadership skills to prepare thoroughly for international management positions.

#### Accredited by

AMBA

#### Study place

HWR Campus Schöneberg

#### Language of instruction

English

#### Schedule

Lectures take place Monday to Friday

#### Degree

Master of Business Administration (MBA)

#### Tuition fee

€ 19,900

## Your MBA journey

*»Getting an MBA from the BPS was one of the best professional and personal decisions that I have made. The class was very diverse and it was great for learning about new cultures and how business is conducted throughout the world.«*  
Marisol Vales, MBA



### Study in a practical environment

The interactive, activity-based teaching of the Berlin MBA consciously incorporates the diverse professional experiences of the students. Our lecturers have extensive leadership experience and are proven experts in their field. Case studies, current live cases, work-related projects and group work, business simulations and presentations by company representatives are an integral part of the programme.

## Programme Structure

In core modules, you acquire fundamental management, consulting and leadership skills. You are introduced to the German and Berlin business environment and work on practical business challenges.

Capstone courses integrate the acquired know-how. Elective modules enable you to specialise in up-to-date business

topics like Digital Business and Technology Management, Sustainable Finance or Entrepreneurship and Design Thinking.

On successful completion, you will be awarded the internationally recognised academic degree, Master of Business Administration (MBA), as well as 90 ECTS credit points, according to the European Credit Transfer System.

# Curriculum



Module	Title	CH	CP	Exam
1	<b>Coping with a Complex Environment</b> <ul style="list-style-type: none"> <li>■ Political-Legal Environment</li> <li>■ Corporate Social Responsibility</li> <li>■ Managerial Economics</li> <li>■ Risk Management and Compliance</li> </ul>	60	7	CE
2	<b>Managing Core Processes</b> <ul style="list-style-type: none"> <li>■ Operations and Supply Chain Management</li> <li>■ Business Information Systems and Data Analytics</li> </ul>	40	5	CE
3	<b>Managing Human Resources</b> <ul style="list-style-type: none"> <li>■ Strategic Human Resource Management</li> <li>■ Organizational Change and Leadership</li> </ul>	40	5	WE
4	<b>Accounting and Managing Value</b> <ul style="list-style-type: none"> <li>■ Financial Accounting</li> <li>■ Managerial Accounting</li> </ul>	40	5	WE
5	<b>Managing Financial Resources</b>	40	5	CE
6	<b>Managing Marketing</b>	40	5	CE
7	<b>Leadership Development**</b> <ul style="list-style-type: none"> <li>■ Gateway Unit: Introduction to Leadership Development</li> <li>■ Career Optimization using Team Management Systems</li> <li>■ Teambuilding and Collaboration</li> <li>■ Capstone Unit</li> <li>■ 3 Electives** (choose 2 ***): Leader as Coach, Conflict and Leadership in the Workplace, Leadership in a Digital Age</li> </ul>	60	3	AT*
8	<b>Doing Business in Germany</b>	40	5	CE
9	<b>Formulating Strategy</b> <ul style="list-style-type: none"> <li>■ Strategic Management</li> <li>■ Business Simulation</li> </ul>	60	5	PF
10	<b>International Management</b>	40	5	CE
11–13	<b>Elective Modules** (choose 3***)</b> <ul style="list-style-type: none"> <li>■ Entrepreneurship and Design Thinking</li> <li>■ Digital Business and Technology Management</li> <li>■ Sustainable Finance</li> <li>■ Consulting for Responsible Transformation</li> <li>■ Consulting and Supply Chain Management</li> </ul>	120	15	CE
	<b>Master's Thesis</b> <ul style="list-style-type: none"> <li>■ Research Methods</li> <li>■ Master's Thesis</li> <li>■ Final Oral Examination</li> </ul>	20	20 5	
	<b>Total</b>		90	

\* Marked 'pass' or 'fail'

\*\* Subject to change

\*\*\* Please note that electives are only taking place if at least 7 students signed up.

**CH** Contact Hours  
**CP** Credit Points

**WE** Written Examination  
**CE** Combined Examination

**WA** Written Assignment  
**AT** Achievement Test

**PF** Portfolio

Be prepared  
for future tasks

# Modules



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## Module 1 | Coping with a Complex Environment

- Market analysis: Elasticities, welfare, market equilibrium, market definition, market forms and market power
- Analysis of perfect and imperfect competition, oligopoly markets and monopolies
- Price discrimination with different degrees of information
- Effect of mergers and incentives to cartelize
- European competition policy
- Strategic behaviour: Game theory
- CSR and the stakeholder approach, sustainability and social standards, corruption and lobbying
- Instruments and concepts of corporate compliance and risk management

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## Module 2 | Managing Core Processes

### 2.1. Operations and Supply Chain Management

- Operations Management and Operational Transformation
- Processes Demand Management
- Manufacturing: Process Flow Structures and Basic Types of Layout; introduction to Lean Production Principles
- Smart Factories (Industry 4.0) and Smart Supply Chain Management (Digital SCM)
- Sourcing Strategies, Supply Chain Management and Logistics

### 2.2. Business Information Systems & Data Analytics

- The basic principles of Information Technology (IT) in a business environment and in SCM/Operations
- IT as a strategic and management challenge
- IT decisions – making actual IT decisions
- IT governance – structuring and follow-up; IT architecture
- Business Intelligence / Management Support Systems / example of a Supplier Collaboration Portal; management of IT services
- Fundamentals of (big) data analytics

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## Module 3 | Managing Human Resources

### 3.1. Strategic Human Resource Management

- Linking strategy and human resource management
- Personnel management (recruiting, hiring, developing, outplacing)
- People management (managing and leading people)

### 3.2. Organizational Change and Leadership

- Approaches to Organizational Change
- The planning and structure of change processes
- Leadership in change processes

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## Module 4 | Accounting and Managing Value

### 4.1. Financial Accounting

- Conceptual framework of accounting concepts and accounting equation
- Recognition and measurement of core financial statement positions
- Preparing Financial Statements (e.g. statement of financial position, statement of comprehensive income and statement of cash flows)
- Development and application of key financial ratios

### 4.2. Managerial Accounting

- Process and Elements of Cost Accounting
- Contribution Margin Accounting and Cost-Volume-Profit-Analysis
- Introduction to functions and instruments of Managerial Accounting
- Planning and Control (Process and instruments for strategic planning and budgeting, control and variance analysis, fundamentals of compliance)
- Reporting and Information Supply (KPIs and Performance Measurement Systems)




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### Module 5 | Managing Financial Resources

- Financial statements and cash flow
- Net Present value calculation
- Debt and equity financing, mezzanine instruments
- Fundamentals of capital budgeting and key measures for evaluating investment decisions
- Principles and techniques of corporate valuation

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### Module 6 | Managing Marketing

- Marketing Objectives, Strategies and Organization
- Identifying Target Groups
- Consumer Behavior in Germany
- Marketing Mix Programme
- Digital Marketing
- Marketing Research
- B-2-B Marketing
- Case Study Presentations

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### Module 7 | Leadership Development

- Gateway Unit: Introduction to Leadership Development
- Career Optimization using Team Management Systems
- Teambuilding and Collaboration
- Capstone Unit
- Electives, e.g., Leader as Coach, Conflict and Leadership in the Workplace, Leadership in a Digital Age

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### Module 8 | Doing Business in Germany

- German Business Environment and Industry Structure
- Entrepreneurial Ecosystems
- Startups in Berlin and Southern Germany (incl. Study Visits)
- Networking and collaborating on small common initiatives

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### Module 9 | Formulating Strategy

#### 9.1. Strategic Management

- The essence of strategy and the strategy process
- Strategic goal formulation
- Environmental analysis
- Company analysis
- Strategy formulation
- Strategy implementation
- Special issues in strategic management, e.g.
  - Regional issues in Europe, Asia, America
  - Industry issues in health care/pharmaceutical industry
  - Organizational lifecycle issues like start-up, Mergers & Acquisitions/Post-Merger-Integration management

#### 9.2. Business Simulation Game

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### Module 10 | International Management

- The role of globalization
- Basic internationalization theories (e.g. OLI, network concept etc.)
- Market entry strategies
- Cross border M&A and international strategic alliances
- Organizing international operations
- The role of culture in international management

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### Module 11–13 | Elective Modules (choose 3)

- Entrepreneurship and Design Thinking
- Digital Business and Technology Management
- Sustainable Finance
- Consulting for Responsible Transformation
- Consulting and Supply Chain Management

# Elective Modules for your individual goals

## Entrepreneurship and Design Thinking

The key elements of this module are developing business ideas and new products, as well as examining the essential skills of managing startups. You will look at business model design, design thinking, canvas methods and lean start-up approaches, develop an entrepreneurial mindset and learn about the economic impact of innovation in a global context. You will gain the skills and self-confidence to establish a structure that encourages innovation, even within existing companies. Berlin, as one of Europe's main startup hubs, allows our MBA students to gain unique insights into this world.

You will partially work at the Startup Incubator Berlin and meet founders and other members of the Berlin startup community.

## Consulting and Supply Chain Management

In a global economy, managing supply chains is critical. Digital solutions and quests for more sustainability mark current challenges. The Covid-19 pandemic has demonstrated that supply-chain resilience is a hot topic as well. You will work on real, practical challenges in the course of consulting projects. You will also develop professional skills in the areas of project structuring, execution and result presentation.

## Digital Business and Technology Management

During this module, you will look at digitalisation and the associated economic opportunities and risks. You will gain the necessary skills to properly cope with the challenges of managing digital transformation, strategies and processes and actively help to shape future developments. Using practical examples, you will work on relevant process models, management principles and methods, based on which you will be able to successfully act as a digital leader over the long term.

## Sustainable Finance

Unleash your potential as a responsible and forwardthinking financial professional by delving into topics such as green and impact investments, ethical financing, and environmental risk management, continuously reflecting back on the 17 UN-Goals for sustainable development (SDGs). This module deals with relevant reporting standards and equips you with the tools to assess and implement sustainable financial strategies, creating value for both shareholders and the planet.

## Consulting for Responsible Transformation

In this module, you will explore the essentials of management consulting and the skills needed to guide organisations through change towards responsible behaviour. You will work with key consulting frameworks while examining responsibility, ethics and the consultant's role in transformation. Using real cases and a challenge from Berlin's business community, you will learn how to analyse complex challenges, make informed decisions with limited information and communicate your recommendations clearly. This module equips you to support responsible transformation in an increasingly dynamic business environment.



## Developing your Leadership Personality

Embarking on an MBA programme is not only about learning new concepts and skills and earning a degree. It is also a time of personal and professional transition and re-orientation. With this in mind, we offer a leadership development module that provides opportunities for pause and reflection, as well as a 'learning laboratory' in which you acquire critical leadership skills for the 21st century in the areas of change, communication, and collaboration.

You will gain different professionally-relevant methodological and social skills in seminars such as Teambuilding and Collaboration, Career Optimization using Team Management Systems or Leader as Coach.

*Elective Modules prepare students for meeting the challenges in the modern business world. Berlin MBA students acquire the skills needed to manage and lead in times of intense globalisation and digitalisation.*



## Individual Career Advice & Coaching

Despite their diverse professional careers and experience, the students and alumni of the Berlin MBA programme have one thing in common: they are all looking to change or advance their careers. The Berlin Professional School's career service actively helps you achieve this objective by offering a range of career services. The support begins with admission to the Berlin Professional School and extends to advising graduates during subsequent career phases.

### One-to-one Career Consulting

We want to support you in identifying your career goals and efficiently pursuing them by providing you with personal, confidential advice. Through one-to-one conversations, we will work together to develop measures to guide you in practically implementing your goals, both during your studies and beyond.

### Application Training

We teach you how to structure and put together professional applications, both in a domestic and international context. You will be given individual feedback on the application documents and learn how to improve them. We will also discuss objectives, structure and typical questions in interviews and you will practice in plenary assemblies or small groups.

### Graduate Talks

During Graduate Talks yesterday's graduates show today's students the opportunities they could have tomorrow. Through these talks, you will get to know companies from different industries and receive first-hand tips on how to successfully launch your career in Germany.

### Company Presentations and Visits

By virtue of a varied programme of company visits and presentations, you will gain insight into the everyday management life during your studies. Company visits are an integral part of the programme and company presentations on campus provide the opportunity to gain a first-hand impression of a company. You are able to meet company representatives in person, ask questions and expand your professional network.

## Connecting with professionals

»The Full-Time MBA turned out to be the perfect, most demanding and rewarding 15 months of my life, thus far. Not only did it cover a range of subjects that complemented my previous experience, but opened up exciting possibilities in business I had previously considered uninteresting or impossible for myself.«

*Felix Neff, MBA*



## Advisory Board

The MBA advisory board integrates strong partners from various practical backgrounds and guarantees a continuous transfer of expertise and experience. The advisory board comprises leaders and experts from international corporations and consulting companies, as well as from startups and medium-sized companies. Involving our partners institutionally guarantees a permanent transfer of knowledge and experience between academic training and real-life demands. For example the advisory board members give guest lectures or work as external experts with our lecturers.

Both sides benefit from direct contact between the board members and students – make contacts and expand your network and develop future professional perspectives.

## A strong Alumni network

During and after your studies at Berlin Professional School you will benefit from our strong international network.

You will become part of an international management network with more than 5,400 alumni worldwide, growing by over 200 new graduates each year. The BPS community brings together students, alumni, corporate partners and lecturers and provides a common forum for professional and personal contact. Exclusive training seminars for alumni and students, guest lectures and career events are regularly used by all stakeholders to intensify and further develop their network.

Moreover, you will benefit from the AMBA network from the top 2% of Business Schools in more than 75 countries.

## Admission Requirements

To be admitted to the Berlin MBA, you need:

- A completed university degree (Bachelor, Master, Diploma)
- A minimum of three years' of post-graduate work experience
- Excellent English language skills at level C1
- For applicants without a first university degree: five years of relevant work experience plus qualification test

## Tuition Fees

The tuition fees for the Berlin MBA is 19,900 Euro and includes:

- All study costs such as module registration, exam registration
- Excursions and Study Visit according to the study plan for the Berlin Full-Time MBA
- Career Service and Events

The tuition fee can be paid in installments. For more information, please refer to our schedule of fees which is available for download on our website.

**We are happy to advise you personally!**

*Many countries allow for tuition fees for higher education, and related costs, to count as tax deductible expenses.*

## How to apply



The programme starts in September. Applications can be submitted from 1 December until 31 July for the following year. Due to our rolling admission process, you may apply anytime for the next programme start. Applications are reviewed on an ongoing basis until we have selected the optimum cohort of 25 students. Since there are only limited places available, we strongly encourage you to apply as early as possible. To submit your application please use our online application tool.

**Step 1:** Submit your online application.

**Step 2:** If your application meets our admission requirements, our admission board will invite you for an online interview.

**Step 3:** After a successful interview you will receive an admission letter.

*For further information, please see:*

[www.berlin-professional-school.de/mbafull](http://www.berlin-professional-school.de/mbafull)

## Application Checklist

- Copy of your undergraduate university degree and transcript of records
- Proof of work experience (e.g. job confirmation)
- Letter of motivation, including your professional goals
- Certificate of English language skills (e.g. TOEFL)
- Curriculum vitae
- Copy of your passport or ID

# MBA and Master programmes

## at the Berlin Professional School

### Berlin MBA

- Berlin Full-Time MBA
- Berlin Part-Time MBA

### Master programmes (full-time)

- Master International Business Management (M.Sc.)

### Master programmes (part-time)

- Master General Management – dual (M.A.)
- Master Digital Transformation – dual (M.Sc.)
- Master Sustainability and Qualitymanagement (M.A.)

### Master programmes (distance learning)

- Master Business Management - Digital Business Management (M.Sc.)
- Master Business Management - Green Energy and Climate Finance (M.Sc.)
- Master European Public Management (M.A.)
- Master Public Administration (MPA)
- Master Security Management (M.A.)
- Master Criminology and Crime Prevention (M.A.)

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