

Berlin Part-Time MBA

Berlin
Professional
School



» Grow. Personally.
Professionally. «





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Berlin Professional School

The institute for professionals at HWR Berlin



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.

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 polish off the profile.

The HWR Berlin has consolidated its MBA and master's degree programmes as well as certification 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 applicants 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.



**Studying at the
Berlin Professional School:**
*student-centered, 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 is 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 competence – 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. Christian Erdmann
Director of the Berlin Professional School



Achieve your professional goals

Berlin Part-Time MBA: Develop your management competencies

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 Part-Time MBA will provide you with practical management knowhow and crucial leadership skills without interrupting your career.

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 Part-Time MBA curriculum is designed as a perfect combination of on- and off-campus learning, inter-

»A great benefit was the hands-on transfer of knowledge from the nontechnical field and the development of skills into a multicultural environment. Learning outside the textbooks and exchanging different perspectives was beneficial for self development.« *Mark Reddehase, MBA*

national study and company visits, career events and individual 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 develop your management competencies, strengthen your leadership skills and prepare for today's work environment.

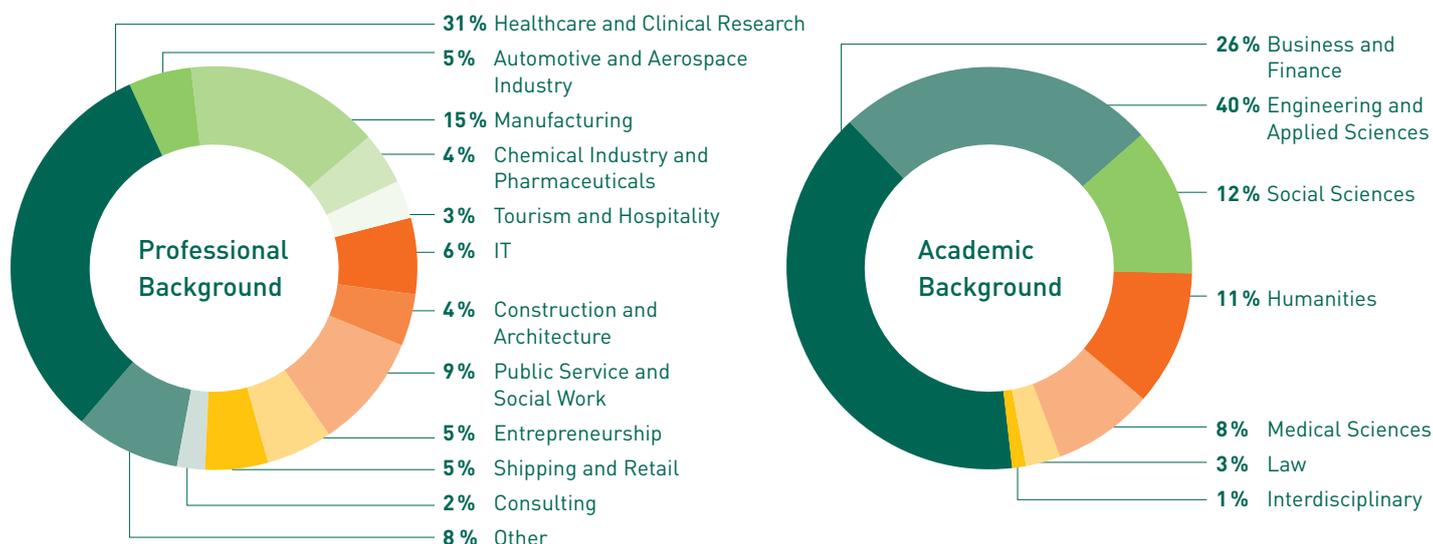
The MBA marks an important and exciting turning point in your career. Whether you aspire to move up the career ladder in your current field, change job function or industry or become a successful entrepreneur. Our Career Service will accompany you throughout the programme. And our strong network at Berlin 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 few universities in Germany offering MBAs or master programmes carry the AMBA (Association of MBAs) seal of approval. Our Berlin MBA is one of these, and as such, meets the highest international quality standards. Furthermore, the FIBAA (Foundation for International Business Administration Accreditation) has also awarded this course its Premium Seal.

Our Berlin Part-Time MBA student groups*



* 2017 – 2019



Average Work Experience:
7 (3–27 years)



Gender:
Female: 39%
Male: 61%



Average Age:
33
(25–51 years)



Nationalities: **60% Germany**
40% International
(more than 20 countries)

At a glance

Programme start

October

Application period

1 Dec – 30 Sep

Type of study

part-time

Duration

24 months

Number of places

25 each year

Study place

HWR Campus Schöneberg

Target group

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

Accredited by

AMBA and FIBAA

Tuition fee

€ 22,400

Language of instruction

English

Schedule

Blocked Seminars

1st Academic year

3 weeks (Sat–Sat)
7 blocks
(Thu evening – Sun)

2nd Academic year

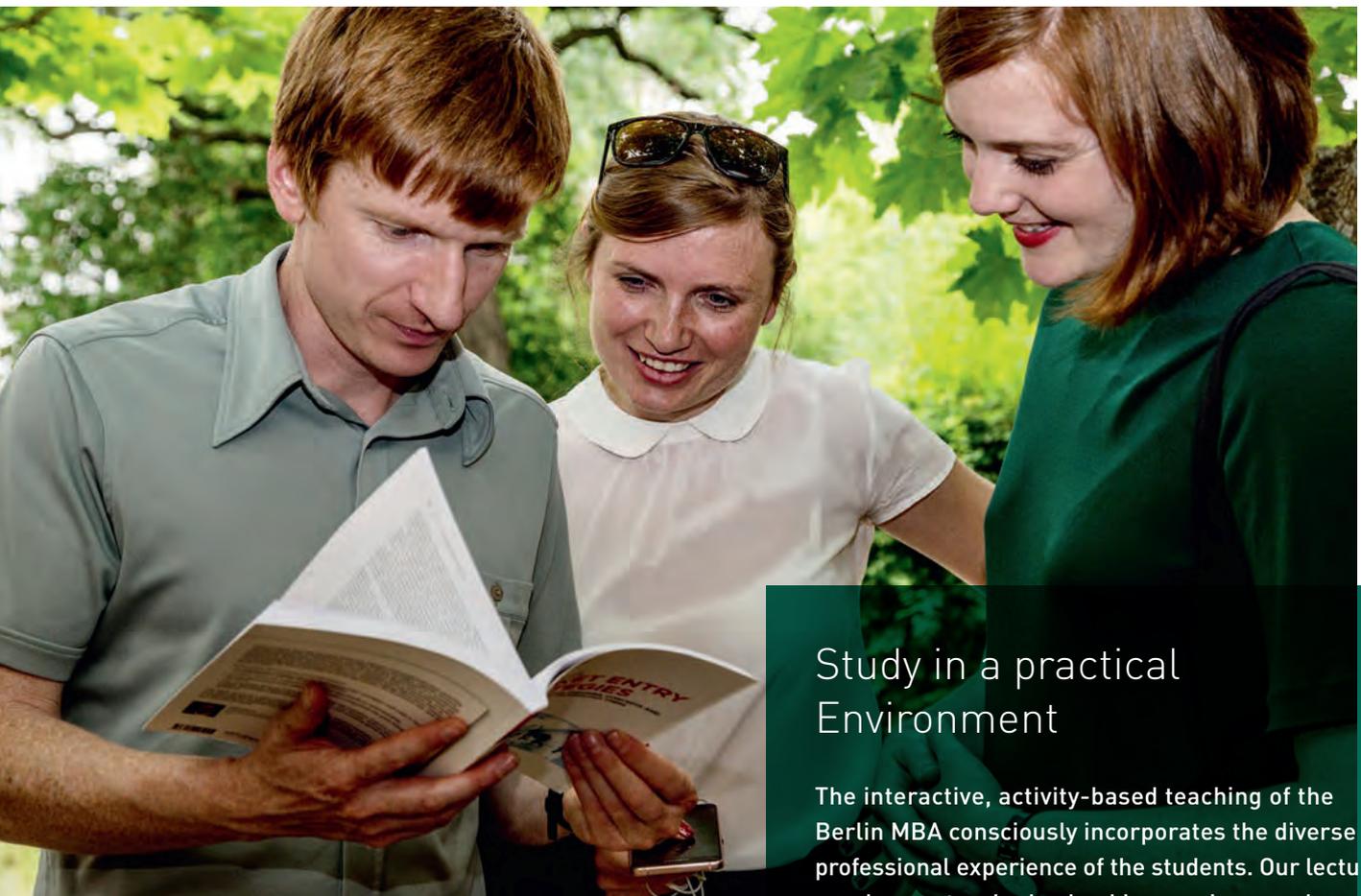
10 blocks
(Fri evening – Sun)
depends on your
Elective choice

Admission Requirements

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

Degree

Master of Business Administration (MBA)



Study in a practical Environment

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

Programme Structure

The Berlin Part-Time MBA is structured into three parts. The first part covers general management topics from all corporate functions as well as the impact of political, legal and cultural settings on today's international companies.

In the second part we offer a variety of elective modules for you to focus on your individual interests and career goals.

In the final part of the programme you can dive even deeper into your individual interest and apply your knowledge in your master's thesis focussing on a real-live business problem.

Leadership competencies are developed in group seminars as well as in individual coachings. Here you have the opportunity to identify which of your leadership skills you would like to improve.

Assessments are integrated in the programme schedule. 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	ECTS Credits	Exam
1	Coping with a Complex Environment <ul style="list-style-type: none"> ■ Political-Legal Environment ■ Corporate Social Responsibility ■ Managerial Economics ■ Risk Management and Compliance 	60	7	CE
2	Managing Core Processes <ul style="list-style-type: none"> ■ Operations and Supply Chain Management ■ Business Information Systems and Data Analytics 	40	5	CE
3	Managing Human Resources <ul style="list-style-type: none"> ■ Strategic Human Resource Management ■ Organizational Change and Leadership 	40	5	WA
4	Accounting and Managing Value <ul style="list-style-type: none"> ■ Financial Accounting ■ Managerial Accounting 	40	5	WE
5	Managing Marketing	40	5	CE
6	Leadership Development <ul style="list-style-type: none"> ■ Compulsory and elective courses focussing on personal development and professionally relevant skills 	60	13	AT
7	Managing Financial Resources	40	5	CE
8	Formulating Strategy <ul style="list-style-type: none"> ■ Strategic Management ■ Business Simulation 	60	5	PF
9–12	Elective Modules* (choose 4***) <ul style="list-style-type: none"> ■ Entrepreneurship and Innovation (Extended Module**, Study Visit) ■ Transformation Management and Change (Extended Module**) ■ Innovative Sustainability (Study Visit) ■ Digital Business and Technology Management ■ International Finance and Mergers & Acquisitions ■ International Management 	160	20	CE
13	Final Examination <ul style="list-style-type: none"> ■ Master's Thesis with Research Methods ■ Final Oral Examination 	20	15 5	
	Total	560	90	

* Subject to change

** An extended module is a double count

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

CH Contact Hours
PF Portfolio

WE Written Examination
CE Combined Examination

WA Written Assignment
AT Achievement Test: marked 'pass' or 'fail'

Be prepared
for future tasks

Modules

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 behavior: Game theory
- CSR and the stakeholder approach, sustainability and social standards, ESG requirements, corruption and lobbying
- Instruments and concepts of corporate compliance and risk management

Module 2 | Managing Core Processes

2.1. Operations and Supply Chain Management

- Principles of Operations Management and Supply Chain Strategy
- Operational Transformation Processes: Plan, Source, Make, Deliver and Return to meet the Demand of the Customers
- Manufacturing Process Flow Structures and Basic Types of Layout; Introduction to Lean Production Principles
- Sourcing, Logistics and Location Strategies; Supply Chain KPIs
- Smart Factories (Industry 4.0) and Digital Supply Chain Management

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

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

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)



Module 5 | Managing Marketing

- Consumer Behavior
- Capturing Marketing Insights
- Marketing Planning
- Value, Satisfaction, Loyalty
- Marketing Mix Programme
- Presentations

Module 6 | Leadership Development

- Personal Development and Reflection Seminars
- Leadership Skills Courses

Module 7 | 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

Module 8 | Formulating Strategy

8.1. Strategic Management

- The essence of strategy and the strategy process
- Environmental analysis
- Company analysis Competitive advantage
- Strategy formulation
- Strategy implementation
- Special issues in strategic management, e.g.
 - Sustainability Management
 - Digital Transformation
 - Digital Business Models
 - M&A Management

8.2. Business Simulation Game

- TOPSIM Business Game

Module 9–12 | Elective Modules (choose 4)

- Entrepreneurship and Innovation (Extended Module, Study Visit)
- Transformation Management and Change (Extended Module)
- Innovative Sustainability (Study Visit)
- Digital Business and Technology Management
- International Finance and Mergers & Acquisitions
- International Management

Additional value: Elective Modules at Porto Business School

Thanks to a cooperation MBA students can attend a selection of elective courses at our partner university, Porto Business School, free of charge. These are offered in online, hybrid or face-to-face mode.

Elective Modules for your individual goals

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

Entrepreneurship and Innovation Special: Study Visit to the US

The key elements of this module are developing business ideas and new products as well as examining the essential skills of managing start-ups. 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. In an international consulting project with our partner university you will work together with MBA students from the USA to develop a market launch strategy for real companies. You will present and discuss your ideas together with company management and receive immediate feedback – a unique opportunity to put the knowledge you've gained into practice. The study abroad in the USA is included in the course.

International Finance and Mergers & Acquisitions

This module deals with mergers & acquisitions (M&A) in the context of global financial markets. You will learn about relevant strategies and M&A tools deployed by key deal makers such as corporates and private equity companies, and gain detailed insights into strategic and financial M&A decision making. You will be able to judge transactions from an interdisciplinary management perspective and examine how acquisitions and other strategic cross-border investments are valued, priced and financed. You will evaluate a real-life M&A scenario and present your key findings in a professional "pitch" convincingly.

Digital Business and Technology Management

Practical relevance is at the core of this module. You will work on actual business tasks provided by company partners in Berlin – ranging from traditional industries to fully digitalized firms. With a thorough academic foundation laid in class you will be supportively coached during a 3 months process. Your final results will be relevant recommendations to the businesses accompanied by an academic write-up showing conceptual rigor and theoretical basis. This way you'll be prepared for tackling the challenges of digital transformation.

Transformation Management and Change

In this module, you will learn how to design and manage transformation and change processes in the midst of dynamic business settings. You will learn how to identify and unfold a company's hidden potential. To achieve this, you will proceed systematically and analytically to reflect on organizational and individual aspects of change, such as culture, structure, leadership, and conflicts. Taken this approach allows you to detect risks and potential side effects as early as the planning stage, enabling you to act appropriately in the transformation process. The module builds upon your skills in methodology and leadership and creates a bridge between theoretical analysis, expert experience, and opportunities for action.

Innovative Sustainability Special: Study Visit to Portugal

Our elective module „Innovative Sustainability,“ developed in collaboration with our partner university Porto Business School, offers a comprehensive exploration of sustainability within contemporary business practices. Designed for students seeking to deepen their understanding of sustainability's role in organizational success, the module includes engaging company visits and networking opportunities. Participants will examine how innovative sustainability strategies can enhance business competitiveness and differentiate sustainable-driven innovation from traditional models. Through case studies and interactive sessions, students will learn to assess and develop business models with a focus on sustainability entrepreneurship. Moreover, the module provides opportunities to explore cross-cultural perspectives on sustainability issues, fostering a nuanced understanding of global challenges.

International Management

The number of companies opening up new markets as part of globalisation is ever increasing, meaning the demand for appropriately qualified skilled staff is also on the rise. Choose this module to enhance and expand your international management and leadership skills. You gain the ability to interpret and react appropriately to the systems behind international transactions and movement of goods, as well as the flow of ideas and cultural aspects. You will learn about the socio-economic context and strategies and tools of multinational groups in detail and prepare to take on administrative and managerial tasks in international companies.

Leadership Development

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 reorientation. 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 to acquire critical leadership skills for the 21st century in the areas of change, communication, and collaboration.

Depending on your needs and interests, you can choose from a range of different professionally-relevant skills courses, e.g. Leader as Coach, Negotiating across cultures, Assertiveness, and Leadership in a digital age.

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 careers 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-on-one Career Consulting

We want to support you in identifying your career goals and efficiently pursuing them by providing you 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 firsthand 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 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 Berlin MBA offers an excellent combination of theoretical knowledge and practical application – from case studies to business games and company excursions. As advisory board members we provide insights and feedback on the MBA curriculum to insure that the programme is aligned with the actual needs of the business world.«
Beate Krenzer, Diplom-Volkswirtin und Psychodynamische Business-Coach, BEATE KRENZER° Beratung • Coaching



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 relations.

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 (minimum scores: TOEFL iBT 79, IELTS 6.5)

Tuition Fees

The tuition fees for the Berlin MBA is € 22,400 and includes:

- All study costs, from matriculation to modules and teaching materials, right through to exam charges
- Leadership and Management Skills seminars
- Study Visits according to the Berlin Part-Time MBA study plan
- Career Service and Career Events

Tuition fees can be paid in installments. For more information, please refer to our schedule of fees which are available for download on our website.

We are happy to advise you personally!

As the programme has been approved as a course of further education in accordance of the Berlin Law of Higher Education, tuition fees are normally tax deductible. The degree programme is also recognised as vocational training which usually allows some entitlement to training leave.

How to apply



The programme starts in October. Applications can be submitted after 1 December 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 a video interview.

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

For further information, please visit:

www.berlin-professional-school.de/mbapart

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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