WHY CHOOSE THE DIGITAL TRANSFORMATION MBA?

Digital transformation is a key driver for the most profound change of our age. It no longer entails the mere implementation of new technologies, but requires the establishment of a new understanding of collaboration and leadership. Not least due to increased organizational complexity and increasing uncertainty as a result of rapidly changing markets, the qualification profile of executives has changed fundamentally in the course of digital transformation.

Are you equipped to deal with the strategic impact of new technologies in your industry and your business? Can you handle digital disruption and the speed of change? Are you prepared for new work and leadership models? Would you like to become a frontrunner of digital transformation in your organization? Do you wish to expand your professional network to the digital community? Are you poised for mastering new challenges?

Join us and apply to the most innovative MBA program in Germany – the Master of Digital Transformation Management (MBA)!

EXCELLENT FACILITIES AND STUDY RESOURCES

Students are matriculated at Goethe University and, therefore, have access to all university facilities and services, including the RMV semester tickets for public transportation. When not in class, students stay connected with faculty, fellow students and GBS program management through a virtual learning platform.

UNIQUE LOCATION

Classes are held at Goethe University’s Campus Westend, one of the most modern campuses in Europe. Located in the center of Frankfurt, the campus offers state-of-the-art facilities and an ideal and stimulating learning environment.

PERSONAL DEVELOPMENT AND SKILLS WORKSHOPS

By participating in a series of extra-curricular workshops, students will have the opportunity to maximize their personal potential, develop leadership skills, and explore practical applications of the newest technologies and trends through hands-on sessions with industry experts.

CUTTING-EDGE EXPERTISE IN DIGITALIZATION

Always being one step ahead is our prime objective. The constant dialogue with experts from the program’s high profile Advisory Board and our vast network to the digital community ensures that we continuously offer a cutting-edge learning experience.

LEADERSHIP EXCELLENCE

Digital transformation is a key driver for the most profound change of our age. It no longer entails the mere implementation of new technologies, but requires the establishment of a new understanding of collaboration and leadership. Not least due to increased organizational complexity and increasing uncertainty as a result of rapidly changing markets, the qualification profile of executives has changed fundamentally in the course of digital transformation.

Are you equipped to deal with the strategic impact of new technologies in your industry and your business? Can you handle digital disruption and the speed of change? Are you prepared for new work and leadership models? Would you like to become a frontrunner of digital transformation in your organization? Do you wish to expand your professional network to the digital community? Are you poised for mastering new challenges?

Join us and apply to the most innovative MBA program in Germany – the Master of Digital Transformation Management (MBA)!
VALUE PROPOSITION

**IDEAL WORK STUDY BALANCE**
The program is designed for professionals who wish to continue their careers while pursuing a master’s degree. Classroom instruction takes place every second weekend on Friday afternoons and all day on Saturdays, thereby minimizing the amount of time away from work.

**BROADER CAREER PERSPECTIVES**
Rethinking traditional management concepts immediately applicable in a professional context enables graduates to leverage their career potential: Prepare yourself for the future today and actively drive the digital transformation of your organization!

**SHAPE THE DIGITAL REVOLUTION AND BECOME A DIGITAL LEADER**

**DIGITAL SKILLS**

**PERSONAL IMPACT**

**UNLIMITED NETWORKING**
Exchanging ideas and experiences with professional peers, faculty, and guest speakers enables students to not only enhance personal skills during their studies. Staying connected and being part of a continuously growing community of digital leaders beyond graduation creates invaluable lifelong networking opportunities.

**OUTSTANDING FACULTY**
The program is taught by outstanding faculty selected from the pool of cooperating universities with a prestigious international reputation for their thought-leading teaching and research. The faculty is complemented with prominent innovation-oriented practitioners from other leading institutions.

“We were quick to realize that digital transformation massively impacts all industries and areas of activities and were, therefore, far ahead of other business schools to focus an MBA program on digital transformation. Today, we are able to take advantage of the edge we have gained in experience and knowledge to equip future digital leaders with the necessary skill set to drive digital transformation. The next five years will most probably be more disruptive than the last 15 – our graduates will be ready for it!”

Dr. Christian Jansen, Managing Director, Goethe Business School
KEY FACTS

AT A GLANCE

DEGREE

Master of Business Administration (90CP) conferred by Goethe University’s AACSB-accredited Faculty of Economics and Business

TARGET GROUP

Ambitious professionals from diverse academic and professional backgrounds looking to shape the digital revolution, become a digital leader, and transform their businesses for long-term success.

JOB-COMPATIBLE PART-TIME FORMAT

The program is taught in English and consists of four semesters – with bi-weekly classes on Fridays (1pm to 8pm) and Saturdays (9am to 5pm) during semesters 1-3 and the subsequent master thesis (20 weeks) in semester 4. Each semester concludes with a semester break.

PROGRAM START & LOCATION

The program starts annually in October and takes place on Campus Westend, Goethe University Frankfurt am Main

CLASS STATISTIC

CLASS SIZE: Ø 37 STUDENTS

AGE: 23 – 52 YEARS

WORK EXPERIENCE: 2 – 22 YEARS

WOMEN: Ø 40%

INTERNATIONAL STUDENTS: Ø 22%

* the statistics are based on the accumulated averages of the Digital Transformation MBA cohorts from 2017 to 2020

“We have done more than just develop a career-compatible format that combines challenging professional work with successful study. Parallel study and work also allow students to participate in shaping the ongoing digital transformation from the very first semester. Course content can be directly implemented into professional practice and study projects, such as the master thesis, are designed for direct practical relevance.”

Prof. Dr. Lars Schweizer, Chair of Strategic Management, Goethe University and Academic Director, Master of Digital Transformation Management
### CURRICULUM

#### PROGRAM ORIENTATION

**GENERAL COURSES**
Management and leadership fundamentals in the digital context: Students learn the essentials of business with focused case studies, business examples and guest speakers that drive digital transformation.

<table>
<thead>
<tr>
<th>Course</th>
<th>Semester</th>
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</thead>
<tbody>
<tr>
<td>STRATEGIC MANAGEMENT &amp; ORGANIZATIONAL CHANGE</td>
<td>SEM. 1</td>
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<tr>
<td>ORGANIZATIONAL BEHAVIOR</td>
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<tr>
<td>CORPORATE FINANCE</td>
<td></td>
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<tr>
<td>MANAGERIAL ACCOUNTING &amp; CONTROLLING</td>
<td></td>
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<tr>
<td>ETHICS IN BUSINESS (PART I)</td>
<td></td>
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<tr>
<td>ETHICS IN BUSINESS (PART II)</td>
<td>SEM. 2</td>
</tr>
<tr>
<td>DIGITAL LEADERSHIP</td>
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<tr>
<td>DIGITAL MARKETING</td>
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</tbody>
</table>

#### SPECIALIZATION COURSES
Opportunities and challenges of digital transformation: Students select from a variety of courses according to their professional and personal preferences. Broaden your perspectives and look beyond your own expertise to discover how digital transformation is re-shaping the businesses of the future.

<table>
<thead>
<tr>
<th>Course</th>
<th>Semester</th>
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</thead>
<tbody>
<tr>
<td>ELECTIVE 1: DIGITAL PROCESS MANAGEMENT</td>
<td>SEM. 2</td>
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<tr>
<td>ELECTIVE 2: DIGITAL BUSINESS MODELS &amp; ARCHITECTURES</td>
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<tr>
<td>ELECTIVE 3: DIGITALIZATION IN FINANCE</td>
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<tr>
<td>ELECTIVE 4: DATA SCIENCE &amp; BUSINESS ANALYTICS</td>
<td></td>
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<tr>
<td>min. 2 electives should be chosen</td>
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<tr>
<td>ELECTIVE 5: DIGITAL INNOVATION &amp; INCUBATION</td>
<td>SEM. 3</td>
</tr>
<tr>
<td>ELECTIVE 6: SMART INDUSTRY &amp; DIGITAL TRENDS</td>
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<tr>
<td>ELECTIVE 7: DATA SECURITY &amp; COMPLIANCE</td>
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<tr>
<td>ELECTIVE 8: D.QUARKS AS A FRAMEWORK &amp; METHOD OF TRANSFORMATION (BERLIN)</td>
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<tr>
<td>ELECTIVE 9: CUSTOMER EXPERIENCE MANAGEMENT</td>
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<tr>
<td>ELECTIVE 10: AGILE PROJECT &amp; PERFORMANCE MANAGEMENT</td>
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<tr>
<td>ELECTIVE 11: DESIGN SPRINT (TLGG - BERLIN)</td>
<td></td>
</tr>
<tr>
<td>SEMINAR „SCIENTIFIC METHODS FOR RESEARCH &amp; WRITING“ (PART I)</td>
<td></td>
</tr>
<tr>
<td>min. 4 electives should be chosen</td>
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</table>

#### INTEGRATED WORKSHOPS
Participate in a series of extra-curricular workshops integrated throughout the curriculum, designed to develop the skills you need to make an impact on your career.

#### PERSONAL DEVELOPMENT AND SKILLS WORKSHOPS

#### MASTER THESIS
Final project to apply the knowledge gained in the program: Students address a real-world challenge from their own experience or company. In a preparatory course, students learn the necessary scientific methods and narrow down their thesis topic.

<table>
<thead>
<tr>
<th>Course</th>
<th>Semester</th>
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<tbody>
<tr>
<td>SEMINAR „SCIENTIFIC METHODS FOR RESEARCH &amp; WRITING“ (PART II)</td>
<td>SEM. 4</td>
</tr>
<tr>
<td>MASTER THESIS</td>
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</tbody>
</table>

Graduates earn a Master of Business Administration (MBA) degree from the AACSB-accredited Faculty of Economics and Business at Goethe University.
PROFOUND EXPERTISE FROM ACADEMIA AND BUSINESS PRACTICE

At GBS, the high quality of the faculty is of utmost importance. Our approach is to combine the expertise of university faculty with management professionals, digital natives and entrepreneurs to ensure the highest possible practical relevance of all modules.
MY TEACHING EXPERIENCE

“During the classroom sessions and the group work we had very active discussions about the different concepts covered in the course. Students brought in questions from their working environments that we discussed together. We discovered that for some aspects in digital transformation, solutions to particular problems are quite similar among firms and industries, whereas the solutions would be quite heterogeneous for others. Most interestingly, the discussion about Key Performance Indicators for digital transformation led to a handful of measures that, at the end, everyone perceived as being the most relevant ones.”

COURSE CONTENT
My course deals with generating and using accounting information in the context of digital transformation. Students learn different methods to allocate overhead to products and services. Moreover, they learn how to use the generated information for planning, control, and strategic decisions and get insights into how to employ this information for performance evaluation purposes. For example, we work on establishing Key Performance Indicators that help firms to assess their progress in terms of digital transformation.

COURSE CONTENT
The course provides more insights into the patterns of the digital platform economy and actual digital business model archetypes. We introduce the d.quarks model, the standard reference model of digital transformation, looking at key capabilities in the areas of value creation, design, delivery, and enablers. Our experience tour provides insights into Berlin’s digital ecosystem by visiting venture capitalists, startups, company incubators, and accelerator programs. We learn more about culture and capabilities for innovation while considering agility, collaboration and participation.

OUR TEACHING EXPERIENCE
“Students appreciated the d.quarks model, because it gave them a navigation to follow on how to get digital transformation started in their company. The trip to Berlin provided a better understanding of how the digital ecosystem works and helpful contacts to startups and VCs were made. Students were always particularly engaged during the experience tour which brought them together for a unique experience and encouraged an impressive interaction among participants.”
**COURSE CONTENT**

The course 'Digital Business Models & Architectures' delves into key frameworks and practices in digital business model development and digital transformation in organizations. It furthermore sheds light on crucial digital technologies and architectures (in particular Cloud Computing) driving and shaping digital transformation and business model development.

**MY TEACHING EXPERIENCE**

In our classroom sessions, we alternated between interactive exercises, case studies, and guest speakers to learn about digital business modelling. I’ve hardly ever seen such engaged student groups that put their lessons learned into practice so quickly. I was particularly fascinated by students’ professionalism and passion while pitching their digital business models and minimum viable products. Students’ resourcefulness and imagination to underpin their business models with state-of-the-art IT architectures was also impressive. I definitely learned a lot too!

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**COURSE CONTENT**

We put the digital transformation of the industrial sector at center stage. The foundation is an understanding of the structure, relevance and global competitiveness of the industrial sector. Building on this, the course embraces current trends towards 'Industry 4.0' like new service offerings, innovative business models, smart and connected products, digitally integrated engineering, value chains and product lifecycles and last but not least manufacturing automation based on robotics and artificial intelligence. In this, the course takes a business perspective on novel digital technologies.

**MY TEACHING EXPERIENCE**

“What makes this program unique are the high-quality, intense discussions among, and with the students. Hardly a slide can be presented without the students asking smart questions, giving examples from their own professional practice, or relating the information to content from other courses. In effect, we covered less topics than I initially planned for, but we came to a level of detail and understanding of the content that I did not expect beforehand. It was great to see that the class sessions did not only transfer information but that learning took place on the spot.”
“Helping my customers with their digital transformation on a daily basis led me to the Digital Transformation MBA to gain more knowledge about the processes and concepts behind digital transformation. From the first day, I realized that we’re a very diverse group of students and everybody has their own story. Having people from all kinds of industries, career levels and ages, makes the discussions for me very exciting and unique. I learn a lot about other industries and jobs that I’m usually not working with and broaden my horizon. What I like most are the conversations after our lectures with the experts and my fellow students. Combining deep knowledge about digital transformation in the lectures with a broad network makes this Digital Transformation MBA at GBS unique.”

Christoph Samhammer, Class of 2020
Joining Goethe Business School means more than just completing a degree. With a diverse, international network of alumni and regular events, students will have many possibilities to connect to fellow graduates and other community members after graduation.

The GBS alumni community, with 700 professionals from many different fields and experience levels, will help graduates to expand their personal and professional network. An online community tool keeps alumni connected so that graduates can stay in touch on campus, in Frankfurt, and beyond!

Learning does not end after graduation. GBS offers the alumni community the opportunity to continue learning through conferences or evening events with leaders from various sectors. Alumni can also join current courses in the degree programs and attend workshops to keep skills up-to-date with unique offers tailored to the GBS community of professional learners.

“Learning together builds relationships and especially in executive education, the network you’re building is part of your educational experience. I can only confirm that learning from each other is just as important as the classes you attend -- the mix of generations, industries and experiences is always enriching. Not only are other careers greatly inspiring, but also the people you’ll meet! You will broaden your network and are likely to make long lasting friendships, too. We as GBS Alumni Council want to connect all alumni across programs and classes giving opportunities for lifelong learning and knowledge exchange. I am very happy to be part of this journey!”

Maraja Fistanic, GBS Alumni Council
Networking is an integral part of our MBA experience at Goethe Business School. We regularly invite prominent guest speakers from various backgrounds to talk about current topics in digital transformation. While chatting with the experts in an intimate setting, students and alumni gain unique insights into how these experts are dealing with digital transformation and are making change happen.

FROM BUSINESS PRACTICE

“Digitalization is causing an epic disruption that is not only crushing established business models – it is threatening to destroy the economic world order as we know it today. All of this is happening at frightening speed. With this program, GBS aims to equip students with the skills and understanding to turn this threat into an opportunity. In the process, the organizers of the program need to stay ahead of the curve and foresee trends early, creating a continuously relevant curriculum. The members of the Advisory Board leverage their experiences and ideas for continuous improvement, which is not only a huge advantage for all stakeholders – it is also a lot of fun.”

Karl Rathgeb, Member of the Executive Board Germany, Accenture Holding GmbH & Co. KG, Member of the Digital Transformation MBA Advisory Board
WORKSHOPS

An alternating range of optional extra-curricular personal development and skills workshops enhances the academic curriculum and is designed to maximize your own potential to make an impact on your career.

STAGE RULES
Stages are everywhere. Plenty of addresses and speeches are given, both in professional and personal circumstances. People in senior positions often have to make public appearances, which can have a lasting effect on the image of the company they represent. This workshop provides you with first-hand insights on stage rules along with tips and tricks on how to feel secure and enjoy the spotlight.

DESIGN THINKING
Use your creative talent to develop product and service solutions that cater to the need of your industry specific users. This workshop will give you the creative confidence to develop concrete digital business models in an intense interaction and with an effective learning curve.

NEGOTIATIONS
Professionals will be confronted with negotiations throughout their careers. This workshop prepares you for negotiations and conflict resolutions by applying state-of-the-art theories and strategic solutions. Practice concepts in simulations with your peers and learn from real-live examples to reach a win-win outcome.

INTERCULTURAL COMPETENCE
In a globally connected world, it is becoming increasingly important for managers and team leaders to manage teams in an intercultural context. This workshop will build a toolbox of skills to help you recognize, analyze and effectively manage intercultural situations, and help build awareness around the unconscious influence culture can have in everyday interactions.

AGILE WORKING METHOD
Have you ever wondered how to bring together people, technology, and processes to work efficiently together on a common goal? The aim of this workshop is the practical and hands-on teaching of agile work. You will understand the way agile works for individuals, teams and organizations and experience the difference between theory and entrepreneurial practice. Furthermore, you will learn in which settings you can best use agile working methods like Scrum and OKR.

PRODUCT DESIGN SPRINT
Airbnb changed the way people travel, Netflix changed the way people entertain themselves, Slack changed the way people communicate at work. This workshop will guide you through the process of designing a tech product from scratch, taking you from understanding a user’s pain to drafting a solution and finally building an interactive mock-up. You will also become familiar with design workflows, enabling you to collaborate more efficiently with designers and developers.

“After a couple of years of full-time work experience, I quite luckily got to know the Digital Transformation MBA program of GBS. With my background in business informatics this was the one program I was waiting for. Being able to work full-time while getting insights from a broad variety of lectures, external speakers and of course my cohort is a great combination. If you want to take the next step in your personal and professional development, this program offers a great opportunity to establish a network in multiple industries and get a deep understanding of the digital transformation of our society and economy.”

Patrick Michalke, Class of 2019
FINANCING

TUITION, DEADLINES AND DISCOUNTS

<table>
<thead>
<tr>
<th>APPLICATION DEADLINE</th>
<th>TUITION DISCOUNT</th>
<th>TUITION PAYABLE</th>
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<tbody>
<tr>
<td>March 1, 2021</td>
<td>EUR 5,250</td>
<td>EUR 29,750</td>
</tr>
<tr>
<td>May 3, 2021</td>
<td>EUR 3,500</td>
<td>EUR 31,500</td>
</tr>
<tr>
<td>June 14, 2021</td>
<td>EUR 35,000</td>
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</tbody>
</table>

* Students from the House of IT member companies or companies of the program advisory board are eligible for corporate discounts.

Tuition covers university semester fees for four semesters including the semester ticket. Upon accepting an offer of admission, applicants are asked to remit a non-refundable tuition deposit of EUR 1,000.

The tuition (less the non-refundable tuition deposit) is payable in three installments:
- EUR 14,000 October 1, 2021
- EUR 10,000 April 1, 2022
- EUR 10,000* October 1, 2022

* the last installment is subject to reduction of the respective early bird discount and scholarships

"The intense collaboration between faculty, industry experts, and MBA students led to very fruitful and interesting discussions from various perspectives on the impact, challenges and especially chances of the digital age. Regardless of the stage of your career, age or industry you are working in, this MBA program succeeds in providing a great platform for relationship building with faculty, industry professionals, and fellow-students. Despite the constantly shifting and highly diverse nature of digital transformation, I gained a deeper understanding of what digital transformation stands for, and how we can manage it. I am convinced that I made the right decision to join this program, becoming a pioneer in Digital Transformation Management."

Sara Muennich, Class of 2019

SCHOLARSHIPS

GBS Women+ in Business Scholarship
The GBS Women+ in Business Scholarship aims to support self-funded women and non-gender conforming applicants. We look forward to supporting talented, dedicated individuals who are proactive about bettering the position of women+ within their chosen industries.

GBS Thought Leader Scholarship
The GBS Thought Leader Scholarship provides financial support for outstanding candidates who demonstrate significant impact or engagement within their focus industry. Candidates who can demonstrate leadership in initiating innovative projects in their workplace, actively engage in professional associations, or engage themselves in unique ways to promote the advancement of their industry can be sponsored.

GBS Scholarships are awarded in the amount of EUR 5,000

Visit our website for more information about the scholarship application process and deadlines: [https://www.goethe-business-school.de/financing](https://www.goethe-business-school.de/financing)
YOUR PROFILE

We welcome applications from professionals who are preparing for their next career step. As a minimum eligibility requirement for admissions, we expect you to have:

- Bachelor’s degree (180 ECTS CP) or equivalent
- Proficiency in written and spoken English (B2 CEFR Level)
- Two years of post-degree professional work experience

ADMISSIONS PROCESS

To apply, you must submit a complete application portfolio to the Office of Admissions directly via our Online Application Portal. We encourage you to speak with an admissions advisor before starting your application as well as to visit our admissions webpage at: https://www.goethe-business-school.de/admissions-mdtm

A complete application portfolio consists of the following documents:

- Application form
- Current resume
- Professional recommendation form
- Confirmation of post-undergraduate work experience
- Essay of motivation
- Proof of English proficiency at the B2 CEFR level (min. TOEFL-iBT score is 72; min. IELTS is 5.0)
- Official diploma, university transcript and diploma supplement (if available)

Only notarized copies will be accepted and must be submitted personally or via registered mail to:

Goethe Business School
Office of Admissions
Eschersheimer Landstraße 121
60322 Frankfurt am Main

INFORMATION SESSIONS

Attend one of our information sessions on campus to learn first-hand about the program as well as to personally meet and speak with program administrators and faculty. You can register at: https://www.goethe-business-school.de/info

OUR RECRUITING & ADMISSIONS TEAM

Elisabeth Takkenberg  Meike Pizzini  Jacqueline Schmitz

recruiting@gbs.uni-frankfurt.de  Phone: +49 69 798 33501
DIGITAL TRANSFORMATION MBA

DISCOVER US ON
WWW.GOETHE-BUSINESS-SCHOOL.DE
WWW.HODT-HESSEN.DE

INFORMATION SESSIONS
Find out more and register online for an information session at www.goethe-business-school.de/info

MASTER OF DIGITAL TRANSFORMATION MANAGEMENT (MBA)
MASTER OF PHARMA BUSINESS ADMINISTRATION (MBA)
MASTER IN FINANCE (MA)

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