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 forerunner 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!
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.

SHAPE THE DIGITAL REVOLUTION AND BECOME A DIGITAL LEADER

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!

DIGITAL SKILLS

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.

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.

VALUE PROPOSITION

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“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

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

AT A GLANCE

DEGREE

Master of Business Administration (90 CP) 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.

DIGITAL TRANSFORMATION MBA IN NUMBERS

CLASS SIZE: Ø 35 STUDENTS

AGE: 23 – 52 YEARS

WORK EXPERIENCE: 2 – 22 YEARS

WOMEN: Ø 32%

INTERNATIONAL STUDENTS: Ø 31%

* the statistics are based on the accumulated averages of the Digital Transformation MBA cohorts from 2017 to 2021

“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 Digital Transformation MBA Advisory Board
## CURRICULUM

### 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.

### GENERAL COURSES
- **SEM. 1**
  - Strategic Management & Organizational Change
  - Organizational Behavior
  - Corporate Finance
  - Managerial Accounting & Controlling
  - Ethics in Business (Part I)

- **SEM. 2**
  - Ethics in Business (Part II)
  - Digital Leadership
  - Digital Marketing

### ELECTIVE COURSES
- **SEM. 2**
  - Elective 1: Digital Process Management
  - Elective 2: Digital Business Models & Architectures
  - Elective 3: Data Protection & Compliance
  - Elective 4: Data Science & Business Analytics
  - min. 2 electives should be chosen

- **SEM. 3**
  - Elective 5: Digital Innovation & Incubation
  - Elective 6: Smart Industry & Digital Trends
  - Elective 7: Digitalization in Finance
  - Elective 8: D.Quarks as a Framework & Method of Transformation (Berlin)
  - Elective 9: Agile Project & Performance Management
  - Elective 10: Design Sprint (TLGG - Berlin)
  - Seminar: Scientific Methods for Research & Writing (Part I)
  - min. 4 electives should be chosen

### 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
- **SEM. 1-3**

### 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.

### SEMINAR: SCIENTIFIC METHODS FOR RESEARCH & WRITING
- **SEM. 4**
  - Part I
  - Part II

Graduates earn a Master of Business Administration (MBA) degree from the AACSB-accredited Faculty of Economics and Business at Goethe University.
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.
MANAGERIAL ACCOUNTING & CONTROLLING
“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.”

D.QUARKS AS A FRAMEWORK & METHOD OF TRANSFORMATION
“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.”

SMART INDUSTRY & DIGITAL TRENDS
“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.”

DIGITAL BUSINESS MODELS & ARCHITECTURES
“My course 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.”
CUSTOMER EXPERIENCE MANAGEMENT

“Forbes Magazine called customer experience management the future of marketing. Customer-centric management has become a strategic business imperative for leading organizations. Most organizations however still fail and see no return on investment for their activities. What are proven strategies and methodologies for success? In my course, we will discuss the success strategies of customer experience management pioneers as well as the necessary psychology to create outstanding experiences for clients. Besides gaining an understanding of the most popular metrics in the customer experience, students will get the opportunity to apply methodologies to identify relevant customer journeys, to map experiences and to improve customer experiences through ideation processes.”

DATA SCIENCE & BUSINESS ANALYTICS

“The goal of my course is to familiarize students with the basic concepts of data science and business analytics in today’s data rich digital environments. Based on state-of-the-art teaching techniques such as business case studies, real-world data samples, and mini-exercises, we will deal with questions of preparing the right information at the right time for a concrete management decision using. We will discuss management questions that revolve around data mining, machine learning, and concepts such as big data, data storage, online analytical processing, and business analytics as well as field experiments and A/B-Tests to make sound management decisions.”

ETHICS IN BUSINESS

“In my course students learn to develop an intuition and fundamental understanding of ethical issues in a modern business environment shaped by technological progress. They will learn to differentiate between factors for intrinsic and extrinsic values as well as their impact on ethical IT innovation and discuss methods that integrate ethical thinking into systems development and IT project planning. In teamwork and intensive discussions, students will develop the ability to evaluate cases based on ethical values, familiarize themselves with the necessities of value-based design as well as reflect on digital diversity management and its implications.”

DIGITAL LEADERSHIP

“Increasing digitalization has not only fundamentally affected the business world, but it has also changed the way we work together. Consequently, these new forms of collaboration require a new leadership approach. In my course, students will get a totally fresh perspective on how to lead teams through digital change processes. In a highly interactive setting, we will shed light on how people naturally react to change and what they essentially need from leaders to cultivate the right mindset and skills to accept and deal with digital change. Students will also receive insight into the unique human skills that set us apart from artificial intelligence.”
“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 OPPORTUNITIES TO CONNECT TO FELLOW GRADUATES AND OTHER COMMUNITY MEMBERS AFTER GRADUATION.

THE GBS ALUMNI COMMUNITY, WITH OVER 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.

**FRIDAY TALKS**

Dr. Manfred Knof  
CEO, Commerzbank; former CEO, Allianz Germany

Christian Baudis  
Digital Entrepreneur, Futurist and former Google Executive

FROM BUSINESS PRACTICE

Marcus di Filippo  
Senior Cyber Security Engineer, whitelisthackers GmbH

Karl-Heinz Krug  
Principal Public Finance, Capgemini

Rolf Schumann  
Chief Digital Officer, Schwarz Group

"Live Hacking: Max Schmitt as a stepstone to Advanced Persistent Threat (APT)"

"Public sector going digital – A view on E-Government in Germany"

"A definition of digitalization and the model of analog/digital ‘me’"

"The transformation of F.A.Z. – A premium publisher’s voyage from paper to digital innovation"

"Is Germany lagging behind in digitization?"

"The Headspace Way – How to create a joyful product experience"

"The Headspace Way – How to create a joyful product experience"

"Mobility goes data"

"How robotics & self-driving cars, big data & AI, sensor technologies and eHealth will reshape industries"

"An appeal for future optimists – Why you bear a great responsibility with the digital transformation"

"Digitisation in the Bundeswehr – a prerequisite for the armed forces in the 21st century"

"Corona Warn App – New technologies in the healthcare sector"

Thomas Lindner  
Vorsitzender der Geschäftsführung, Frankfurter Allgemeine Zeitung

Christoph Bornschein  
CEO, TLGG Group

Frank Bach  
Lead Product Designer, Headspace

Dr. Manfred Knof  
CEO, Commerzbank; former CEO, Allianz Germany

Bernd Heinrichs  
Executive VP & CDO Mobility Solutions, Bosch

Chris Baos  
Founder & CEO, arago

Christian Baudis  
Digital Entrepreneur, Futurist and former Google Executive

Bend Heinrichs  
Executive VP & CDO Mobility Solutions, Bosch

Stephen Noller  
CEO, UBIRCH

Lieutenant General Michael Vetter  
Federal Ministry of Defence

Christian Noll  
Managing Director, IBM Germany

"A definition of digitalization and the model of analog/digital ‘me’"

"The Headspace Way – How to create a joyful product experience"

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"How robotics & self-driving cars, big data & AI, sensor technologies and eHealth will reshape industries"

"An appeal for future optimists – Why you bear a great responsibility with the digital transformation"

"Digitisation in the Bundeswehr – a prerequisite for the armed forces in the 21st century"

"Corona Warn App – New technologies in the healthcare sector"
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.

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.

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.

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.

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.

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.

“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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<tr>
<td>March 7, 2022</td>
<td>EUR 5,250</td>
<td>EUR 29,750</td>
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<tr>
<td>May 2, 2022</td>
<td>EUR 3,500</td>
<td>EUR 31,500</td>
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<tr>
<td>July 31, 2022</td>
<td>EUR 35,000</td>
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* Students from the House of Digital Transformation member companies or companies of the program advisory board are eligible for corporate discounts.

Tuition payable consists of a non-refundable admissions fee and running program fees. The admissions fee of EUR 1,000 is due upon accepting an offer of admissions. Program fees include university semester fees for four semesters and the semester ticket.

Program fees are payable in three installments:

<table>
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<tr>
<th>Amount</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>EUR 14,000</td>
<td>October 1, 2022</td>
</tr>
<tr>
<td>EUR 10,000</td>
<td>April 1, 2023</td>
</tr>
<tr>
<td>EUR 10,000*</td>
<td>October 1, 2023*</td>
</tr>
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* 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

HOW CAN YOU FINANCE YOUR STUDIES?

**Tax Deductible**
If you are returning to studies to advance your career with GBS and bring along a first university degree, check out the possibility to claim your tuition fees as an income-related expense.

**Study First, Pay Later**
GBS cooperation partner Brain Capital offers flexible intergenerational financing contracts with income-dependent repayment schemes, a capped max. repayment and fixed conditions over the contract period.

**Study Funds**
Explore various study funds financing options such as Festo Bildungsfonds, KiW Bank, or Deutsche Bildung and see which one might be the best for your needs.

**Talk To Your Emloyer**
Approach your employer and discuss options how to support your studies, such as financial support, reduction of working hours or mentoring. Read through the “Value Proposition Sheet” on our website to help you prepare.

**Scholarships**
GBS offers a range of different financial aids to support students on their MBA journey. Check our website and see if your profile matches with one of our GBS Scholarships on offer.

Visit our website for more information about financing opportunities 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 at the B2 CEFR level (min. TOEFL-iBT score is 87; min. IELTS is 6.0, min. ELLT score is 5.0)
- 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 www.welcometogbs.com. 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:

- Current resume
- Professional recommendation (to be filled in via the online application platform)
- Confirmation of post-degree work experience
- Essay of motivation
- Proof of English proficiency
- 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
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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