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.

This program will equip you to deal with the strategic impact of new technologies on your industry and organization. You will be ready to handle digital disruption and the speed of change as well as to learn new work and leadership models – while expanding your network of digital leaders. Choosing your own path, you can specialize in transformation management and data science to tackle business challenges and to apply your newly gained knowledge right away to your workplace.

If you are ready to embark on this new academic journey, then join us and apply to the most innovative MBA program in Germany – the Digital Transformation MBA!
VALUE PROPOSITION

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.

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!

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

DATA SCIENCE
From big data to machine learning to cyber security – learn how companies can use data analytics in order to gain a competitive advantage.

DIGITAL SKILLS

PERSONAL IMPACT

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

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**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. Students can focus on specialization courses in the areas of Transformation Management or Data Science.

**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 34 STUDENTS
- **AGE:** 23 – 56 YEARS
- **WORK EXPERIENCE:** 2 – 29 YEARS
- **WOMEN:** Ø 32%
- **INTERNATIONAL STUDENTS:** Ø 33%

* the statistics are based on the accumulated averages of the Digital Transformation MBA cohorts from 2017 to 2022

“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

## SEMESTER 1

**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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<tbody>
<tr>
<td>Strategic Management &amp; Organizational Change</td>
<td>SEM. 1</td>
</tr>
<tr>
<td>Organizational Behavior</td>
<td>SEM. 1</td>
</tr>
<tr>
<td>Corporate Finance</td>
<td>SEM. 1</td>
</tr>
<tr>
<td>Managerial Accounting &amp; Controlling</td>
<td>SEM. 1</td>
</tr>
<tr>
<td>Ethics in Business (Part I)</td>
<td>SEM. 1</td>
</tr>
</tbody>
</table>

**SPECIALIZATION COURSES**

**TRANSFORMATION MANAGEMENT**

- Opportunities and challenges of digital transformation. Students select from a variety of courses in the areas of Transformation Management and Data Science 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>SEM. 2-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Process Management</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Digital Business Models &amp; Architectures</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Agile Project &amp; Performance Management</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Design Sprint</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>D. Quarks Framework for Transformation (Berlin)</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Smart Industry &amp; Digital Trends</td>
<td>SEM. 2-3</td>
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</tbody>
</table>

**DATA SCIENCE**

<table>
<thead>
<tr>
<th>Course</th>
<th>SEM. 2-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Science &amp; Business Analytic</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Coding Bootcamp (Online)</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Applied Deep Learning</td>
<td>SEM. 2-3</td>
</tr>
<tr>
<td>Data Protection &amp; Cyber Security</td>
<td>SEM. 2-3</td>
</tr>
</tbody>
</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**

- 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>SEM. 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar: Scientific Methods for Research &amp; Writing (Part II)</td>
<td>SEM. 4</td>
</tr>
<tr>
<td>Master Thesis</td>
<td>SEM. 4</td>
</tr>
</tbody>
</table>

**MASTER THESIS**

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.”

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.”

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.”
**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.”

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**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.”

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**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
FOSTERING COMMUNITY AFTER GRADUATION

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 over 800 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**

- "Live Hacking: Max Schmitt as a stepstone to Advanced Persistent Threat (APT)" by Marco di Filippo, Senior Cyber Security Engineer, whitelabhackers GmbH
- "Public sector going digital – A view on E-Government in Germany" by Karl-Heinz Krug, Principal Public Finance, Capgemini
- "A definition of digitalization and the model of analog/digital ‘me’" by Rolf Schumann, Chief Digital Officer, Schwarz Group
- "Is Germany lagging behind in digitalization?" by Christoph Bornschein, CEO, TLGG Group
- "The Headspace Way – How to create a joyful product experience" by Frank Bach, Product Designer, Headspace
- "The transformation of F.A.Z. – A premium publisher’s voyage from paper to digital innovation" by Thomas Lindner, Vorsitzender der Geschäftsführung, Frankfurter Allgemeine Zeitung
- "How robotics & self-driving cars, big data & AI, sensor technologies and eHealth will reshape industries" by Bernd Heinrichs, Executive VP & CDO Mobility Solutions, Bosch
- "Is Germany going digital – A view on E-Government in Germany" by Christoph Bornschein, CEO, TLGG Group
- "The Headspace Way – How to create a joyful product experience" by Frank Bach, Lead Product Designer, Headspace
- "Mobility goes data" by Christoph Bornschein, CEO, TLGG Group
- "Corona Warn App – New technologies in the healthcare sector" by Stephan Noller, CEO, UBIRCH
- "Do we still need to fight for gender equality in business in 2022?" by Victoria Williams, SVP & General Manager, Germany of GSK
- "An appeal for future optimists – Why you bear a great responsibility with the digital transformation" by Frank Bach, Lead Product Designer, Headspace
- "Digitization in the Bundeswehr – a prerequisite for the armed forces in the 21st century" by Lieutenant General Michael Vetter, Federal Ministry of Defence
- "Digitization at Allianz" by Dr. Manfred Knof, CEO, Commerzbank; former CEO, Allianz Germany
- "How robotics & self-driving cars, big data & AI, sensor technologies and eHealth will reshape industries" by Bernd Heinrichs, Executive VP & CDO Mobility Solutions, Bosch
- "An appeal for future optimists – Why you bear a great responsibility with the digital transformation" by Frank Bach, Lead Product Designer, Headspace
- "Digitization in the Bundeswehr – a prerequisite for the armed forces in the 21st century" by Lieutenant General Michael Vetter, Federal Ministry of Defence
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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.

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-life examples to reach a win-win outcome.

“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>
</tr>
</thead>
<tbody>
<tr>
<td>FEBRUARY 13, 2023</td>
<td>5.250 €</td>
<td>29.750 €</td>
</tr>
<tr>
<td>MAY 15, 2023</td>
<td>3.500 €</td>
<td>31.500 €</td>
</tr>
<tr>
<td>JULY 17, 2023</td>
<td>35.000 €</td>
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<tr>
<th>APPLICATION FEE</th>
<th>ADMISSIONS FEE/DEPOSIT</th>
<th>INSTALLMENT I</th>
<th>INSTALLMENT II</th>
<th>INSTALLMENT III</th>
<th>INSTALLMENT IV</th>
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<tbody>
<tr>
<td>100 €</td>
<td>2.000 €</td>
<td></td>
<td></td>
<td>33.000 € *</td>
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</tr>
</tbody>
</table>

Due upon the submission of the online application. Non-refundable and to be paid after signing the study agreement with Goethe Business School. The tuition fee is payable in four equal installments. Additionally, the student is responsible for settling the respective semester fee for each semester.

*Tuition is subject to the respective Early Bird Discount.

“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 intergeneration 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, KfW Bank, or Deutsche Bildung and see which one might be the best for your needs.

**Talk To Your Employer**
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
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

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