

DS2 - Digital Transformation and Agile Organizations - MWD2101

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Liedtke Andreas
Module responsibility	Andreas Liedtke
Short description of the module	<p>Digital transformation is not a technology project, it is a continuous organizational development and strategy process at the same time. Digital technologies shift value creation, cost curves, products, customer expectation and learning cycles, therefore strategy can no longer be planned sequentially in classical long cycles. Modern organizational forms (product organization, platform thinking, empowerment, learning organization, decentralization, alignment via a few clear principles) are the prerequisite for making strategy formation and execution possible in short iterations. The interplay is: technology shapes strategic option space, strategy defines prioritization & intent, organization enables speed & learning. Only when all three are developed together does digital transformation actually create value.</p> <p>The module views the process of digital transformation as a holistic process in interaction with strategy development and organizational aspects.</p>
Entry requirements	None

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Competencies upon completion

Subject: Students...

- understand the key dimensions of digital transformation and the strategic, structural, and cultural processes that enable agile organizations.
- can explain and critically assess how technology, strategy, and organizational design interact to drive digital value creation.

Method: Students...

- independently and collaboratively apply analytical and reflective methods to examine transformation processes.
- actively use frameworks, tools, and case studies to evaluate agile practices and propose data-informed improvements.
- demonstrate accountability for continuous learning through iterative exploration and critical engagement with course materials.
- will take responsibility for actively working through course material in iterative learning cycles, critically analyzing and reflecting on concepts.
- are required to actively participate, prepare for sessions, and engage with tools and methods designed to simulate real-world leadership scenarios.

Social: Students...

- analyze how digital transformation reshapes collaboration, communication, and decision-making in organizations.
- engage in group-based projects to address real-world transformation challenges, practicing feedback, negotiation, and joint problem-solving.
- learn to integrate diverse perspectives in shaping adaptive, team-based solutions.
- learn to identify complex organizational challenges, propose viable solutions, and drive implementation within a business context.

Self: Students...

- develop awareness of their own learning processes and assumptions in the context of digital transformation.
- critically reflect on the implications of agility and digitalization for professional roles and organizational effectiveness.
- build confidence in applying theoretical insights to practical challenges in transforming organizations.
- gain practical tools and knowledge for leading effectively in future business environments.
- enhance their ability to integrate theoretical insights with practical application, preparing for impactful roles in their careers.

Content

This course approaches digital transformation from the perspective of a holistic transformation process - starting with its integration into strategy development, continuing with exemplary operational components, and the interplay with modern organizational forms.

Teaching and learning methods

Teacher-centered Instruction, Project-Oriented Learning, Service Learning

Literature

Will be made available via Moodle.

Workload

- 24h contact lessons
- 155h Guided self-study (assignments, coaching sessions, etc.) and Independent self-study

Contact lessons

All on-campus sessions in CW 8, 12, 17 and 21.

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Attendance requirement

All on-campus sessions of the module are subject to mandatory attendance. *During calendar week 21, presentations will take place; attendance during this period is also mandatory.* Exceptions recognized under the Framework Study Regulations of Bern University of Applied Sciences (FSR) are considered excused absences. Any absence must be reported to the module coordinator. Students who violate the attendance policy will not be admitted to the competency assessment.

Competency assessment

In addition to the on-campus sessions, the semester is divided into learning cycles. Assignments (group or individual) are regularly completed during these learning cycles (graded and non-graded). The final learning cycles and submission dates for assignments are published via Moodle before the start of the semester. All assignments (graded and non-graded) must be completed and submitted on time to pass the module. The final allocation will be announced at the beginning of the semester.

Aids for written examination

None

Mode of repetition

If a student receives an insufficient grade of 3.5, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0.
If the grade is below 3.5, the module may be repeated once.

Comment

For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch

Degree programme, semester

MSc Entrepreneurship & Business Innovation, 2025-2026, 2 FS, TZ, Bern
MSc Business Administration, 2025-2026, 2 FS, TZ, Bern
MSc Digital Business Administration, 2025-2026, 2 FS, TZ, Bern
MSc Digital Business Administration, 2026-2027, 4 FS, TZ, Bern

DT2 - Data - MWD2102

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Gomez Teijeiro Lucia, Hadji Misheva Branka, Krebs Michel
Module responsibility	Lucia Teijeiro Gomez, Branka Misheva Hadji, Michel Krebs
Short description of the module	<p>This module introduces students to the foundations of AI, statistics, data visualization, and machine learning for business. Students learn the evolution and applications of AI, build statistical skills in R for summarizing data and testing hypotheses, and develop the ability to communicate insights through effective visualizations and data storytelling. They explore classic ML methods, gain hands-on exposure to generative AI tools, and create interactive dashboards using R Shiny. The module combines conceptual understanding with practical assignments to prepare students for data-driven decision-making in modern business environments.</p>
Entry requirements	None
Competencies upon completion	<p>Subject: Students ...</p> <ul style="list-style-type: none"> understand the fundamental concepts of AI, Machine Learning, and Generative AI and their relevance in modern business. apply descriptive and inferential statistical methods to real datasets and interpret results for decision-making. use R/RStudio to load, explore, analyze, and visualize data. create clear, accurate, and insightful data visualizations and narratives to support analytical arguments. understand classic machine learning models and evaluate their suitability for different business problems. use modern GenAI tools and LLMs to support analysis, content creation, and problem-solving <p>Method: Students ...</p> <ul style="list-style-type: none"> engage in self-study modules (e.g., DataCamp, Hugging Face) to deepen technical and conceptual understanding. actively work through hands-on exercises in R, applying statistical and analytical techniques step by step. participate in project work. experiment with AI tools and dashboards to simulate real analytical workflows. <p>Social: Students ...</p> <ul style="list-style-type: none"> collaborate by discussing analytical decisions, interpretations, and visualization choices. learn to communicate data-driven insights to non-technical audiences. understand how AI, data quality, and analytics shape organizational communication and decision-making. <p>Self: Students ...</p> <ul style="list-style-type: none"> develop confidence in handling data independently. strengthen critical thinking by assessing data quality, questioning assumptions, and interpreting statistical outputs. gain awareness of AI's opportunities and limitations in their personal and professional contexts. build analytical independence, enabling them to apply tools like R, ML models, and GenAI creatively in future tasks.

DT2 - Data - MWD2102

Content

- Intro to Artificial Intelligence (AI) for business. Students learn the evolution of AI, the differences between AI, Machine Learning, and Generative AI, and how these technologies create value in business. The focus is on understanding key concepts, real-world applications, and limitations of modern AI systems.
- Statistics & Hypothesis Testing. Students gain a solid foundation in descriptive and inferential statistics, learning how to summarize data, interpret results, and test hypotheses. Using R, they practice formulating research questions, selecting appropriate statistical tests, and communicating findings clearly.
- Data narratives: Data Quality & Visualization. This block covers the principles of effective data visualization, data storytelling, and data quality. Students learn how to clean, assess, and transform data, and how to design visualizations that support accurate, compelling insights using R or other tools.
- Classic Machine Learning. Students are introduced to supervised learning, including regression and classification models. They explore core model families, linear models, decision trees, ensembles, and neural networks, while learning the basics of model training, testing, and evaluation in practical business contexts.
- Generative AI. Students explore the fundamentals of NLP and Large Language Models and gain hands-on experience with modern GenAI tools. They learn how these systems work, how to apply them to business tasks, and how to critically assess their capabilities and limitations.

Teaching and learning methods

Blended, practice-oriented learning approach that combines guided instruction with hands-on analytical work. Students learn through short lectures introducing core concepts, supported by practical exercises in R, exploratory assignments, and self-study components.

Literature

Will be made available via Moodle.

Workload

Time effort 180h.

- Contact time: ~24 hours
- Self-study + preparation: ~80 hours
- Assignments + coding work: ~75 hours

Contact lessons

All on-campus sessions in CW 8, 12, 17 and 21.

Attendance requirement

All on-campus sessions of the module are subject to mandatory attendance. During calendar week 12, 17 and 21, presentations of assignments will take place; attendance during this period is also mandatory. Exceptions recognized under the Framework Study Regulations of Bern University of Applied Sciences (FSR) are considered excused absences. Any absence must be reported to the module coordinator. Students who violate the attendance policy will not be admitted to the competency assessment.

Competency assessment

In addition to the on-campus sessions, the semester is divided into learning cycles. Assignments are regularly completed during these learning cycles (graded and non-graded). The final learning cycles and submission dates for assignments are published via Moodle before the start of the semester. All assignments (graded and non-graded) must be completed and submitted on time to pass the module. The final allocation will be announced at the beginning of the semester.

The module will feature three group assignments (weighted 30%, 30%, and 40%, respectively). Each assignment includes a written component and a presentation. Individual contributions must be clearly identifiable and will be assessed accordingly. During the presentations, grading may differ between group members based on the specific questions addressed to each individual and the quality of their responses.

DT2 - Data - MWD2102

Aids for written examination	None
Mode of repetition	<p>If a student receives an insufficient grade of 3.5, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0.</p> <p>If the grade is below 3.5, the module may be repeated once.</p>
Follow-up modules	DT3
Comment	<p>For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch</p>
Degree programme, semester	<p>MSc Digital Business Administration, 2025-2026, 2 FS, TZ, Bern MSc Business Administration, 2025-2026, 2 FS, TZ, Bern MSc Entrepreneurship & Business Innovation, 2025-2026, 2 FS, TZ, Bern MSc Digital Business Administration, 2026-2027, 4 FS, TZ, Bern</p>

DL2 - Live Case: Innovation Management - MWD2103

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Braun Aron, Gurtner Nadine, Hehn Jennifer
Module responsibility	Aron Braun, Nadine Gurtner, Jennifer Hehn
Short description of the module	Live case project in which students develop a new business idea for a company with the aim to expand its business areas and generate additional profit. Students apply their knowledge in a hands-on consultancy setting, working closely with company representatives and experts and interviewing customers and other stakeholders. They manage the project and deliver impactful results to the company. Key methods applied are e.g. Design Thinking and Business Model Development.
Entry requirements	-
Competencies upon completion	<p>Subject: Students...</p> <ul style="list-style-type: none"> Apply design thinking to identify user needs and create innovative business solutions Use business model innovation tools to design and validate new value propositions Communicate and pitch innovation concepts effectively to partners and stakeholders <p>Method: Students...</p> <ul style="list-style-type: none"> Work in interdisciplinary teams on live innovation cases with company partners Apply iterative design processes, from research and ideation to prototyping and testing Use professional innovation frameworks and tools to manage real-world projects <p>Social: Students...</p> <ul style="list-style-type: none"> Collaborate across diverse disciplines to co-create viable, user-centered solutions Integrate stakeholder perspectives to build alignment and foster collaboration Engage in constructive peer and partner feedback to refine ideas and teamwork <p>Self: Students...</p> <ul style="list-style-type: none"> Build confidence in navigating complex, uncertain innovation challenges Strengthen creative and critical thinking to question assumptions and drive insight Reflect on personal innovation mindset and improve through continuous feedback
Content	<p>- Design Thinking</p> <p>- Business Model Innovation & Development</p> <p>- Strategic expansion of the business of a company in a new market and/or with a new offering</p>
Teaching and learning methods	Project-based Learning
Literature	Will be made available via Moodle.

DL2 - Live Case: Innovation Management - MWD2103

Workload	Module Time Effort: 180h (6 ECTS)
Contact lessons	All on-campus sessions in CW 8, 12, 17 and 21 and final presentations in CW 26. 3 virtual team coaching sessions at pre-defined times (will be communicated via Moodle).
Attendance requirement	All on-campus sessions of the module and the final presentations are subject to mandatory attendance. <i>During calendar week 26, presentations will take place; attendance during this period is also mandatory.</i> Any absence compliant with the general regulations must be reported to the module coordinator. Students who violate the attendance policy will not be admitted to the competency assessment.
Competency assessment	- 22.02.26 (end of LC2): Written report of Problem/Opportunity Exploration - 22.03.26 (end of LC4): Written report of Solution Exploration - 26.04.26 (end of LC6): Written report of Business Model Development - CW26: Final presentation (oral + slide deck) - 5.07.26: Final written report The detailed specification of the deliverables are published via Moodle in advance. All assignments are group-based, graded and must be completed and submitted on time via moodle to pass the module. Each assignment counts for 20%.
Aids for written examination	None
Mode of repetition	If a group receives an insufficient grade of 3.5 in an assignment, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0. Only one resubmission is possible. If the final grade is below 3.5, the module may be repeated once in the next DL2 module.
Follow-up modules	DL3
Comment	For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch
Degree programme, semester	MSc Digital Business Administration, 2025-2026, 2 FS, TZ, Bern MSc Digital Business Administration, 2026-2027, 4 FS, TZ, Bern

RM2 - Research Methods: Design and Planning - MWD2104

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Gurtner Nadine, Pruschak Gernot, Zinn Isabelle
Module responsibility	Gernot Pruschak, Nadine Gurtner, Isabelle Zinn
Short description of the module	The module Research Methods: Design and Planning (RM2) provides a hands-on introduction to writing integrative literature reviews and designing and planning qualitative and quantitative empirical studies.
Entry requirements	All inputs presented in RM1. Specifically, students are expected to have a comprehensive understanding of the conceptualizations of theories and models as well as literature search and analysis.
Competencies upon completion	<p>Subject competencies: Students ...</p> <ul style="list-style-type: none"> • understand the differences between different types of literature reviews. • can build research models based on existing theory. • can design qualitative and quantitative studies. • can reflect on methodological and conceptual shortcomings. • can write a scientific research proposal following scientific criteria. <p>Methodological competencies: Students ...</p> <ul style="list-style-type: none"> • can write an integrative literature review. • can generate an interview guide. • can setup a survey using the online tool Qualtrics. • can challenge existing knowledge and insights. <p>Social competencies: Students ...</p> <ul style="list-style-type: none"> • are able to work together on a research project in a team. • are able to give and receive, and incorporate constructive feedback. • can thoroughly discuss scientific proposals. <p>Self-competencies: Students ...</p> <ul style="list-style-type: none"> • challenge themselves by trying out new methodologies. • understand which research methods they feel comfortable with. • develop their critical thinking skills by assessing and integrating existing literature.
Content	<p>Research problem definition and research question</p> <p>Types of literature reviews</p> <p>Research design</p> <p>Qualitative data collection</p> <p>Quantitative data collection</p>

RM2 - Research Methods: Design and Planning - MWD2104

Teaching and learning methods	<p>Individual preparation tasks (Individual assignment LCs)</p> <p>Knowledge transfer and application in exercises in on-campus workshops</p> <p>Independent application of learned skills in group projects (Group assignment LCs)</p>
Literature	<p>Provided electronically on Moodle.</p>
Workload	<p>180 hours</p>
Contact lessons	<p>All on-campus sessions in CW 8, 12, 17 and 21 as well as the final exam taking place during the official examination period CW 25-27.</p>
Attendance requirement	<p>All on-campus sessions of the module are subject to mandatory attendance. On-Campus session 2, 3 and 4 also include Moodle-Quizzes in which onsite participation is mandatory. During calendar weeks 25-27, a written examination will take place; attendance during this period is also mandatory. Exceptions recognized under the Framework Study Regulations of Bern University of Applied Sciences (FSR) are considered excused absences. Any absence must be reported to the module coordinator. Students who violate the attendance policy will not be admitted to the competency assessment.</p>
Competency assessment	<p>In addition to the on-campus sessions, the semester is divided into learning cycles. Assignments (group or individual) are regularly completed during these learning cycles. All assignments must be completed and submitted on time to pass the module. In addition, students must achieve a "pass" for all assignments to be eligible to submit the group report and participate in the individual exam. The final learning cycles and submission dates for assignments are published via Moodle before the start of the semester.</p> <p>The final RM2 grade is composed of a group report (50%) and an individual exam (50%). To achieve a passing grade, both the group report and the individual exam must achieve a passing grade.</p>
Aids for written examination	<p>None</p>
Mode of repetition	<p>To successfully complete the module, both partial assessments (group report and individual exam) must be passed.</p> <p>If a student receives an insufficient grade of 3.5 in the group report, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0.</p> <p>If the grade is below 3.5, the module may be repeated once.</p> <p>If the individual exam is not passed, it can be repeated at the second examination date during the official examination weeks.</p>

RM2 - Research Methods: Design and Planning - MWD2104

Follow-up modules

Passing RM2 is a prerequisite for participating in RM3.

RM3

RM4

Comment

For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch

Degree programme, semester

MSc Entrepreneurship & Business Innovation, 2025-2026, 2 FS, TZ, Bern
MSc Digital Business Administration, 2025-2026, 2 FS, TZ, Bern
MSc Digital Business Administration, 2026-2027, 4 FS, TZ, Bern
MSc Entrepreneurship & Business Innovation, 2026-2027, 4 FS, TZ, Bern

DCR - Corporate Digital Responsibility - MWD2105

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Obwegeser Nikolaus, Peskova Marie
Module responsibility	Nikolaus Obwegeser, Marie Peskova
Short description of the module	<p>The Corporate Digital Responsibility (CDR) module is dedicated to the principles of responsible digital innovation. It addresses the fundamental values, norms, and guidelines that inform organizations and individuals in the conceptualization, development, deployment, and utilization of digital technologies. Building upon this foundation, the module is structured around Risk-Sensitive Digital Innovation, emphasizing the integration of ethical and social perspectives throughout the technology life cycle.</p> <p>Within this module, students will engage with authentic digital technology dilemmas, apply recognized CDR frameworks and practice risk identification, assessment and mitigation. Furthermore, students will participate in a collaboration with students from the University of Nebraska (with a planned visit to BFH in Spring Semester 2026), providing valuable international perspectives on digital responsibility in practice. Students will also gain insights into real-world projects conducted by executive students in the CAS Digital Responsibility & Risk (an executive education program at BFH). These cross-institutional and international collaborations are designed to provide a comprehensive and deeper understanding of digital responsibility across diverse contexts.</p> <p>This module is opened as an elective as well as BFH diagonal module and will therefore be held mostly online (except of the joint session with CAS students)</p>
Entry requirements	none

DCR - Corporate Digital Responsibility - MWD2105

Competencies upon completion **Subject: Students ...**

- understand the principles, values, norms and guidelines of Corporate Digital Responsibility (CDR) and position them within the umbrella of risk-sensitive digital innovation across the technology life cycle.
- identify and describe a multi-dimensional digital-risk taxonomy (cyber, compliance, environmental, ethical) and recognize typical risk sources in products, data practices and operations.
- distinguish between intended and unintended consequences of digital technologies and relate them to organizational, societal and environmental contexts.
- know and can compare CDR frameworks and toolkits (e.g. Digital Ethics Compass, Digital Ethics Canvas, The Principle-at-Risk Analysis), including when and why to use each.
- grasp how CDR and RSDI integrate with product lifecycles (from ideation and design to deployment and monitoring).

Method: Students ...

- apply recognized CDR frameworks to authentic technology dilemmas, and perform risk identification, analysis and prioritization using clear criteria.
- build a basic risk register, define indicators/thresholds and outline mitigation and monitoring plans
- conduct evidence-based case work and produce professional artefacts (visuals and structured case studies).
- engage in iterative learning cycles, give and receive constructive critique, and translate feedback into concrete improvements.
- communicate findings clearly to the given audiences

Social: Students ...

- collaborate effectively in interdisciplinary and international teams, including the planned collaboration with University of Nebraska students to compare regulatory and cultural contexts and co-create responsible designs.
- practice peer coaching and feedback, contributing to a supportive, learning.
- learn from real-world CAS Digital Responsibility & Risk projects, interacting with practitioners.

Self: Students

- develop the mindset toward their professional responsibility, recognizing personal biases and value trade-offs in digital innovation.
- develop ethical courage and a safety mindset, including willingness to voice concerns and propose corrective actions.

Content

1. Risk-Sensitive Digital Innovation (RSDI): risk management concept applied for digital innovation linking ethics and social perspective with traditional risk categories enhancing the strategic direction and continuous improvement.
2. Risk taxonomy for digital technologies: cyber, compliance, environmental, ethical threats, harms and interdependencies across the product lifecycle.
Foundations of CDR: technology dilemmas, law vs. ethics; intended vs. unintended consequences.
3. Frameworks and toolkits for corporate digital responsibility
4. Case-based learning: contemporary dilemmas and insights from CAS Digital Responsibility & Risk students projects.
5. International perspective: collaboration experiences with University of Nebraska students to compare regulatory, cultural, and organizational contexts.

DCR - Corporate Digital Responsibility - MWD2105

Teaching and learning methods	<p>Project oriented learning</p> <p>Exchange with Practitioners: Insights from CAS Digital Responsibility & Risk projects, including presentations and debriefs in sessions led by practitioners.</p> <p>International Collaboration with University of Nebraska students on CDR research projects, planned during their FS 2026 visit, with remote touchpoints</p>
Literature	<p>Will be made available via Moodle.</p>
Workload	<p>90 hours 6 learning cycles 4 on Campus session (held partially online)</p>
Contact lessons	<p>All on-campus sessions in CW 8, 13 (25.3. Session with CAS DRR), 17 and 21.</p>
Attendance requirement	<p>All on-campus sessions of the module are subject to mandatory attendance. Exceptions recognized under the Framework Study Regulations of Bern University of Applied Sciences (FSR) are considered excused absences. Any absence must be reported to the module coordinator. Students who violate the attendance policy will not be admitted to the competency assessment.</p>
Competency assessment	<p>In addition to the on-campus sessions, the semester is divided into learning cycles. Assignments (group or individual) are regularly completed during these learning cycles (graded and non-graded). The final learning cycles and submission dates for assignments are published via Moodle before the start of the semester. All assignments (graded and non-graded) must be completed and submitted on time to pass the module. The final allocation will be announced at the beginning of the semester.</p> <p>DCR competency assessment consists of</p> <ul style="list-style-type: none">- 6 Virtual Learning Cycles Assignemnts individual - all needs to be submitted per deadline communiated on moodle (Fullfilled/not Fullfilled)- Group work graded: Digital Responsibility Project 40%, Presentation of Digital Responsibility Project 60%
Aids for written examination	<p>None</p>
Mode of repetition	<p>If a student receives an insufficient grade of 3.5, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0.</p> <p>If the grade is below 3.5, the module may be repeated once.</p>
Comment	<p>For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch</p>
Degree programme, semester	<p>MSc Business Administration, 2025-2026, 2 FS, TZ, Bern MSc Entrepreneurship & Business Innovation, 2025-2026, 2 FS, TZ, Bern MSc Digital Business Administration, 2025-2026, 2 FS, TZ, Bern</p>

DO4 - International Integration - Study Trip - MWD4001

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Endrissat Nada, Ruf Julian
Module responsibility	Endrissat Nada, Ruf Julian
Short description of the module	The DO4 module provides insights into international business with the focus on digital transformation and promotes the intercultural competence via experience.
Competencies upon completion	<p>Focus on self-organized work on project in all phases (preparation, study trip, reflection)</p> <p>Subject: Students...</p> <ul style="list-style-type: none"> reflect and deepen the competencies and knowledge acquired during the master program in an international business and digital transformation context. apply theoretical knowledge from digital business administration to analyze and evaluate real-world challenges in the host country. engage critically with local business practices and digital ecosystems, identifying opportunities, constraints, and cultural specificities. develop and present a project with local partners, demonstrating the ability to connect strategic, organizational, and technological perspectives. integrate insights from digital innovation, sustainability, and globalization into coherent business concepts. <p>Method: Students...</p> <ul style="list-style-type: none"> plan and execute a project using agile and design-based methods appropriate to intercultural and interdisciplinary settings. gather, interpret, and synthesize data from field experiences, company visits, and interactions with international stakeholders. apply structured reflection and analytical frameworks to assess the impact of digital transformation in the host-country context. document and communicate project findings professionally through written and oral outputs in English. demonstrate the ability to adapt methodologies in dynamic, uncertain, and culturally diverse environments. <p>Social: Students...</p> <ul style="list-style-type: none"> get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and other actors in an international environment. are able to take on different point of views and establish common ground recognize difficult situations, develop an understanding for viable solutions, and drive them in the interantional business context. <p>Self: Students...</p> <ul style="list-style-type: none"> develop an awareness of opportunities and challenges in the context of work and digitalization learn practical information and tools for their future business careers. develop internacultural competence through reflecting their study trip experience

DO4 - International Integration - Study Trip - MWD4001

Content	<p>Subject content:</p> <ul style="list-style-type: none">• Intercultural Competences• Digital Business and Digital Transformation in the international context <p>Methods:</p> <ul style="list-style-type: none">• Agile project management• Further according to the destination and DO4 international live case project
Teaching and learning methods	<p>On-campus preparation day with deep dive into the intercultural aspects and the local history, culture and business of the country of destination. Study Trip: Guided program of company visits and self-organized work on international live case project, along with cultural program and guest lectures.</p>
Literature	<p>Literature will be provided on Moodle depending on the destination.</p>
Workload	<p>90 hours</p>
Contact lessons	<p>On-campus Intercultural Preparation & Project Kick-off Day, Saturday, 07.03.2026 Study Trip: Tallinn 12.04.26 15:00 - 17.04.26 22:00</p>
Attendance requirement	<p>On-campus Intercultural Preparation & Project Kick-off Day / Study Trip incl. all the visits, lectures and excursions on the study trip program.</p>
Competency assessment	<p>All assignments (graded and non-graded) must be completed and submitted on time in order to pass the module. The module coordinators reserve the right to design some workshop assignments as individual assignments. The final allocation will be announced at the beginning of the semester via Moodle</p> <p>DO4 consists of a status report presentation during study trip (Friday, 17.04.2026) and a final report.</p> <p>100% group work as the main purpose is the team-based implementation of the knowledge gained on an international live case project.</p>
Mode of repetition	<p>If a student receives an insufficient grade of 3.5, they may approach the lecturer to discuss the conditions for resubmission, including the task and deadline. For a resubmitted assignment, the maximum achievable grade is 4.0.</p> <p>If the grade is below 3.5, the module may be repeated once.</p>
Comment	<p>For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch</p>
Degree programme, semester	<p>MSc Digital Business Administration, 2025-2026, 4 FS, BB, Bern</p>

DR4 - Master-Thesis - MWD4002

ECTS	21
Study language	English
Module type	Compulsory module
Lecturer(s)	Pruschak Gernot
Module responsibility	Gernot Pruschak
Short description of the module	Students write their Master Thesis in this Module. Students choose either the form of a scientific paper or a white paper for their thesis. Students are guided through the Master thesis process by the structured Moodle site and module responsible lecturer. Students get individual support and coaching by their Thesis supervisors and co-supervisors.
Content	<p>The module contains one colloquium and a final presentation. Students plan the timeline of their thesis individually respecting the Master Thesis Requirements. Students are responsible to subscribe for their colloquium and final presentation and manage their timeline.</p> <p>The content of the Master Thesis Project depends upon what each student chooses. However, the topic of the Master Thesis should relate to the general theme of Digital Business.</p>
Teaching and learning methods	Coachings with supervisors and co-supervisors Colloquium Presentation Master Thesis Presentation
Literature	A factsheet on how to write the Master Thesis is provided in Moodle.
Workload	600 hours
Contact lessons	1 Colloquium 1 Final presentation Students make individual appointments with their Thesis supervisors and co-supervisors.
Attendance requirement	Attendance is required for the whole colloquium session (one full morning or one full afternoon).

DR4 - Master-Thesis - MWD4002

Competency assessment	<p>5% Colloquium Paper</p> <p>55% Master Thesis</p> <p>5% Data Sharing</p> <p>5% Showroom</p> <p>30% Final Presentation</p> <p>Both, the Master Thesis as well as the Final Presentation have to be graded at at least 60% of the available points to achieve a passing grade for the module.</p> <hr/>
Mode of repetition	<p>Students receiving an insufficient grade for the written part CANNOT participate in the final presentation.</p> <p>In addition, for the repetition of the Master Thesis the general repetition mode applies: Master Thesis module re-enrollment by the students.</p> <p>However, if either the thesis or the final presentation receives a 3.5, students are allowed to improve their submission or retake the presentation without new enrollment. Maximum grade after improvement is 4.0.</p> <hr/>
Comment	<p>For questions regarding module content, please contact the responsible lecturers. For questions regarding module enrollment, please contact master.business@bfh.ch</p> <hr/>
Degree programme, semester	<p>MSc Digital Business Administration, 2025-2026, 4 FS, BB, Bern</p> <hr/>