DO2 - Leadership & Organisational Development - MWD2002

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Dey Pascal, Hunziker Alexander
Module responsibility	Pascal Dey, Alexander Hunziker

Short description of the module

Digitization is an inherently social endeavor as it always involves a multitude of people with their own unique motives, interests and belief systems. As digitization changes almost all aspects of work - what people do, how they interact and collaborate, how they are led -, it is not surprising that many digital transformation initiatives fail. Indeed, established organizations aspiring to digitize their operations and business models, while establishing a more agile way of doing things, have been reported to face widespread inertia amongst employees, non-agile mindsets and cultural resistance. It is paramount therefore for any organization involved in a digital transformation process to pay apt heed to its people.

In this 6-ECTS-Module, students learn to tackle the 'human side' of digital transformation and practically engage in doing the "inner work" necessary for developing their own personality, communication stiles and a supportive and empowering team culture as a digital leader.

Requirements

None

Competencies upon completion

The general motto of this module is: 'While digital change is inevitable, it can be hard for humans'. Thus the need to understand and 'hack' the human side of digital transformation.

The focus of this module is to equip students with the social and leadership skills needed to successfully guide an established organized into its digital future. Leading an organization into the digital age presupposes, as a first step, developing your own resilience, compassion and mindfulness as essential skills.

Further, leaders need to be equipped with a sound comprehension of what drives people, what makes their work meaningful and what motivates them to show their 'best self' at work. This deepened insight into the nature of our employees enables us to understand and anticipate why some of them will be reluctant to support the digital transformation of their organization. Based on this knowledge about the 'change readiness' of our employees, we coach our employees toward adopting the key skills - including hope, sense of safety, resilience, and sense of meaningfulness and self-efficacy - that will enable them to become an integral part of the digital transformation.

DO2 - Leadership & Organisational Development - MWD2002

Content

Focus on the transformation of organizations, individuals and leaders into the digital age.

The human side of digital transformation: not everyone is born to be 'agile'; social and health-related risks of digitization (work intensification, burnout, erosion of work-life balance, etc.)

Understand how new forms of (digitally enabled) organisation and work (e.g. (semi)autonomous teams, lean management, agile network organizations, holocracy, gig work) affect people in term of their self-worth, sense of purpose and connectedness, autonomy and psychological safety

Assess readyness for digital transformation (individuals, team, organisation) (Change Management, Upskilling, Agile Methods & Mindset)

Specific concepts, models and ideas conveyed during the module include, among others:

- psychological safety
- strength-based HR
- resilience (as both an individual and organizational trait)
- leadership (transformational/transaction, servant, situational, digital)
- meaningful work (and its relationship to performance, absentism, motivation, employee engagement, etc.)
- positive change/transformation management
- organizational design/development

Teaching and Learning method

Strong focus on experience, creativity, discussion and reflection based pedagogy

Involvement of practitioners who report on their experiences with digital transformation

Literature

to be announced

Contact lessons

On-Campus Block 1: 24-26 february 2022
On-Campus Block 2: 24-26 march 2022
On-Campus Block 3: 28-30 april 2022
On-Campus Block 4: 2-4 june 2022

Proof of competence

Individual assignment (70%)
Group work Live Case (30%)

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 2 FS, BB, Bern

DS2 - Business Expansion - MWD2001

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Braun Aron, Van Heijningen Markus Petrus
Module responsibility	Bramwell Kaltenrieder

Short description of the module

Students will learn the strategic aspects of expanding an existing business through digital means. This shifts the focus from optimizing business processes to developing innovations within the current business (e.g. new products & services, new business models). A key learning goal is to understand the concept of customer empathy and setting up an innovation process that links customer experience with design requirements, thus creating the base for realizing the potential of digital business model patterns.

Competencies upon completion

Subject: Students
- apply their knowledge of micro-economics, management and entrepreneurship to digitalize the organization and operation.
- make use of case studies to link existing knowledge with new insights regarding digitalization.
- develop the understanding of different approaches to consider "digital" in strategic management including refresh of "digital" definitions and inno dimensions and processes
- Understand, evaluate and are able to use the organizational potential for digital business expansion
- Are able to design the exanding the business with new Offerings and Business Models

Method: Students
- focus on applied learning. There will be some lectures, but the emphasis will be on student responsibility for learning through active application of course content in various forms of learning, e.g. distance learning, virtual learning cycles and interaction with representatives of companies as part of a live case.
- will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.
- will be challenged to integrate knowledge they have gained from other business core modules and apply their accumulated knowledge.

Social: Students
- understand the influences and effects of technological, organizational and social trends as well as mental models and predominant corporate cultures on their perception of the digital transformation.
- get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.
- are able to switch between different business and cultural perspectives.
- recognize difficult situations, develop an understanding for viable solutions, and drive them in the business context.

Self: Students
- further develop their awareness of their own mental models of management and teamwork to better equip themselves to function in global business situations flexibly.
- learn practical information and tools for their future business careers.
- develop critical thinking ability and problem solving skills through experiential learning activities, simulations, and case studies.

Content

- Different approaches to consider "digital" in strategic management including refresh of "digital" definitions and inno dimensions and processes
- Organizational potential for digital business expansion
- Trend Exploration and Evaluation: Data-driven strategic foresight
- Exanding the business with greater experiences
- Exanding the business with new Offerings and Business Models

DS2 - Business Expansion - MWD2001

Teaching and Learning method	Virtual learning cycles (asynchronous)
	On-campus interactive blocks
Literature	TBD in the LC on moodle
Workload	180h
Contact lessons	On-Campus Block 1: 24-26 february 2022 On-Campus Block 2: 24-26 march 2022 On-Campus Block 3: 28-30 april 2022 On-Campus Block 4: 2-4 june 2022
Attendance requirement	None
Proof of competence	70% evaluated assignments as part of the learning cycles and/or on campus days 30% Live Case presentation & report (group)
Continuative, in depth modules	DS3, DD1, DD2
Degree programme, semester	MSc Digital Business Administration, 2021-2022, 2 FS, BB, Bern

DT2 - Enabling Technologies - MWD2003

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Höhn Sebastian, Stürmer Matthias
Module responsibility	Höhn Sebastian

Short description of the module

You will learn how enabling technologies help us to further improve the value creation based on our data assets. We will focus on the application of technologies in the company.

Architectural concepts, requirements and model thinking is essential for all levels of management and business to be able to innovate the business with new technologies. The focus is on new proven technologies which are and will be game changers such as cloud computing. Not only the application of these technologies, but also the integration with APIs, the ability to work in agile projects with a MVP, controling cyber risks and reducing time to market with DevOps are key factors for successful technical innovation.

The students will work in groups on a project during the semester.

Requirements

Understand the

- Fundamentals about in- and out-sourcing
- Operational Excellence in disintegrated value chains
- Sharing data to boost business versus data privacy
- Strategic role of cyber security

DT2 - Enabling Technologies - MWD2003

Competencies upon completion

Students are able to understand technology projects:

- ask the right questions before making decisions
- present technical solutions to a decision-making committee or a panel of experts.

Method: Students

- will focus on self-study and reflective learning.
- will take responsibility to work with the course material in the learning cycles and to understand, question and reflect on the course material
- will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.
- will be required to comment on and give feedback to other students as part of the distance learning cycles
- will be challenged to reflect on their existing knowledge and experience and to integrate new insights in their practice and thinking.

Social: Students

- understand the influences and effects of technological, organizational and social trends for future work arrangements
- get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.
- 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 business context.

Self: Students

- 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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study

Content

Subject content:

- Basic Computing Paradigmss
- Cloud Computing and Applications
- Cloud Infrastructure, Software, Deployment Models, Service Models
- Cyber Risk
- Development and Operations
- Minimum Viable Product
- APIs
- Requirements of technologies for an innovative Business Case

Methods:

- Requirements Engineering
- Architecture Design
- Cloud Services
- APIs

Practice cases:

- MVP specification for the Live Cases under consideration is the output of the group work

Literature

Will be given during the module.

Berner Fachhochschule
Haute école spécialisée bernoise
Bern University of Applied Sciences

DT2 - Enabling Technologies - MWD2003

Contact lessons	On-Campus Block 1: 24-26 february 2022 On-Campus Block 2: 24-26 march 2022 On-Campus Block 3: 28-30 april 2022 On-Campus Block 4: 2-4 june 2022
Proof of competence	70% Learning Cycles + On Campus Blocks Assignments 30% Live Case Output (MVP Live Case)
Degree programme, semester	MSc Digital Business Administration, 2021-2022, 2 FS, BB, Bern

DO1 - Agility & New Work - MWD1003

ECTS	3
Study language	English
Module type	Compulsory module
Lecturer(s)	Endrissat Nada
Module responsibility	Nada Endrissat

Short description of the module

Setting the Scene: Understand the Agility & New Work Landscape

This course provides students with an overview of new work arrangements that technology and digitalization have enabled, including automation, human-machine interactions, and artificial intelligence. The course will highlight the implications for leadership and HR professionals and discuss concepts such as digital skills, agility, and the hacker mindset that are considered as prerequisites to take advantage of the new work opportunities. Overall, the course will equip students with the ability to evaluate new work arrangements along the efficiency-innovation continuum and enable them to choose the arrangement that best suits their company.

Competencies upon completion

Subject: Students

- apply their knowledge of HR Management and leadership to assess the potential for digitalizing HR functions and for shaping new work environments
- will make use of case studies to link existing knowledge with new insights regarding digitalization and the future of work
- will develop the ability to assess the potential of new work arrangements and decide, which option is most suitable for their specific situation.

Method: Students

- will focus on self-study and reflective learning.
- Will take responsibility to work with the course material in the learning cycles and to understand, question and reflect on the courser material
- will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.
- Will be required to comment on and give feedback to other students as part of the distance learning cycles
- will be challenged to reflect on their existing knowledge and experience and to integrate new insights in their practice and thinking.

Social: Students

- understand the influences and effects of technological, organizational and social trends for future work arrangements
- get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.
- 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 business context.

Self: Students

- 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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study

DO1 - Agility & New Work - MWD1003

Content

Subject content:

Automation
Human-machine-interactions
Digitalizing HR processes
Changing role for HR Professionals
People Analytics
Digital leadership
Future skills
Agile mindset
Self-management (#GTD)
Work Smart and NWW

Methods:

Point-counterpoint
digital skills

Digital toys:

Invention Kit
VR Headset

Teaching and Learning method

On campus block: classroom teaching and discussion, experimentation and excursion (digital lab), guest lecture, coaching sessions

Virtual learning cycles: self-study via exploration, online illustrations and exercises

Literature

Provided via Moodle

Workload

90

Contact lessons

On Campus Sessions

Proof of competence

70% Individual assignments as part of the learning cycles (all online assignments of the learning cycles must be completed to pass the class, two of the assignments will be graded)

30% Group Live Case presentation & report

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 1 HS, BB, Bern

DS1b - Operational Excellence - MWD1002

ECTS	3
Study language	English
Module type	Compulsory module
Lecturer(s)	Frecè Jan Thomas, Harder Deane
Module responsibility	Frecè Jan Thomas, Harder Deane

Short description of the module

This module is about how to foster operational excellent using digital means, i.e., optimization of processes and further development of corporate culture of continuous improvement, as part of the digital transformation. In particular, you will use available data to improve customer experience, to create customer value and to reduce waste in existing processes without creating additional risk regarding data breaches.

We will illustrate and analyze how data-related business models interact with strategy and how both are realized with processes. Furthermore, we will apply methods and frameworks to put the customer in the center of a company's operations and see how management can foster sustainability based on functional corporate values.

DS1b - Operational Excellence - MWD1002

Competencies upon completion

Subject: Students

apply their knowledge of process management, supply chain management and production management to digitalize operations.

make use of case studies to link existing knowledge with new insights regarding improved value generation through the digitalization of processes.
develop the ability to use digital means to increase efficiency, effectiveness and stability of processes.

Method: Students

interact with representatives of companies as part of a live case to analyze operations, aided by a spectrum of digital and non-digital tools.

will get to know and use digital means of operations management, data handling and supporting technologies.

will be required to actively participate and prepare for class and get familiar with tools and methods introduced as part of the course.

will be challenged to integrate knowledge they have gained from other business core modules and apply their accumulated knowledge.

Social: Students

understand the influences and effects of technological, organizational and social trends on the digitalization of operations.

get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.

are able to switch between different business, expert and cultural perspectives.

recognize difficult situations, develop an understanding for viable solutions, and drive them in a business context.

Self:Students

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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study

DS1b - Operational Excellence - MWD1002

Content

Subject content:

Digitally enhanced value generation (with links to design thinking)

Operational excellence: process management and a culture of continuous improvement

Understanding of processes (process monitoring, process optimization, customer centric process organization, flexible processes)

Standards

Customer centricity (user experience, customer journey)

Corporate sustainability in the analogue and digital realms

Methods:

User experience

Customer journey

Practice cases

Self-service / empowerment of the business user / low code tutorial / no code workflow

Teaching and Learning method

Autonomous Learning Cycles with independent work and research

On-Campus Blocks with focus on practical interaction, operationalization and the application of the knowledge and skills acquired during the Learning Cycles.

Literature

Literature: To be communicated via Moodle. Most of the readings will be provided via moodle.

Workload

90 hours

Contact lessons

On-Campus Blocks

Attendance requirement

Attendance during the on-campus blocks is required

DS1b - Operational Excellence - MWD1002

Proof of competence

30% evaluated individual assignments as part of the learning cycles (e.g., electronically submitted quizzes, content preparations, and reports)

40% deliverables and/or group presentations on campus (on-site) and electronically submitted documentation

30% Live Case presentation (on-site) & eletronically submitted report

Aids for written examination

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 1 HS, BB, Bern

DS1a - Business in a Digital Environment - MWD1001

ECTS	3
Study language	English
Module type	Compulsory module
Lecturer(s)	Peskova Marie, Schmid Alexander
Module responsibility	Brechbühler Peskova Marie, Schmid Alexander

Short description of the module

The module "Business in a Digital Environment" familiarizes students with the impact of digitalization on societies and businesses and thereto connected organizational challenges.
Students learn about major trends that digitally transform societies and economies, and to therefrom identify, assess, and prioritize opportunities and risks of digitalization for organizations and businesses.

Students get insights into the variety of drivers of digital transformation and their impact on people, organizations, businesses, markets, etc. Students are familiarized with technological and social trends that drive the digital transformation. Those drivers are contextualized in how they shape the technologically feasible, economically viable, and socially desirable spaces in which business operate.

Based on an overview of the relevant drivers, students learn to analyse the shifting business environments, to derive opportunities and risks for established and new businesses, and to establish a sense of urgency regarding the need to transform existing structures in given industries and/or businesses.

Requirements

no formal requirements

bring your engagement and commitment to learn with you :)

DS1a - Business in a Digital Environment - MWD1001

Competencies upon completion

Subject: Students are able to

- identify relevant trends driving the digitalization of the national and international business environment.
- assess the consequences
- apply their knowledge of marketing, supply and demand, and strategy to assess the running of a company in a digital environment.
- will make use of case studies to link existing knowledge with new insights regarding digitalization.
- will develop the ability to set up an appropriate digital transformation management concept to operate in a digital environment.

Method: Students

- will focus on applied learning. There will be some lectures, but the emphasis will be on student responsibility for learning through active application of course content in various forms of learning, e.g. distance learning, virtual learning cycles and interaction with representatives of companies as part of a live case.
- will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.
- will be challenged to integrate knowledge they have gained from other business core modules and apply their accumulated knowledge.

Social: Students

- understand the influences and effects of technological, organizational and social trends as well as mental models and predominant corporate cultures on their perception of the digital transformation.
- get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.
- are able to switch between different business and cultural perspectives.
- recognize difficult situations, develop an understanding for viable solutions, and drive them in the business context.

Self:Students

- 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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study

Content

- Introduction digitali z ation / digital trends
- Environment / megatrends
- Strategic management in the digital age
- Introduction digitali z ation strategy
- Digital maturity (industries, organizations)
- Ethics & shifting values
- Sustainability in the digital age
- Legal and regulatory aspects

DS1a - Business in a Digital Environment - MWD1001

Teaching and Learning method

- Moocs
- Educast
- Articles/chapters
- Wiki
- Forum discussions
- Real life examples
- Interactions - hands-on experience
- Guest lectures
- etc.

Literature

To be communicated via Moodle

Workload

90 hours

Contact lessons

On-Campus Blocks (siehe Stundenplan Master Digital BA 2021)

Attendance requirement

Proof of competence

- 70% Evaluated assignments within virtual learning cycles
- 30% Live Case presentation & report

Continuative, in depth modules

DS2, DS3

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 1 HS, BB, Bern

DT1 - Data - MWD1004

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Cichy Patrick, Krebs Michel, Vanini Paolo
Module responsibility	Paolo Vanini, Michel Krebs, Patrick Cichy

Short description of the module

An important topic in the first semester is data. They are the foundation of a digitalization and the application of enabling and trending technologies. You will learn in this module hands-on how you get your raw data, how do you store them and how to you derive data value using data analytic methods.

As a second take-away you will learn and practice the methods on Live Cases.

Requirements

Mathematical and Statistical knowledge of a Bachelor Degree in Business Administration

DT1 - Data - MWD1004

Competencies upon completion

Subject: Students

- ability to work with data, to design data base management solutions
- understand and practice main data analytics methods
- experience with a programming language
- understand how to communicate with senior managers about data issues

Method: Students

- will focus on self-study and reflective learning.
- will take responsibility to work with the course material in the learning cycles and to understand, question and reflect on the courser material
- will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.
- will be required to comment on and give feedback to other students as part of the distance learning cycles
- will be challenged to reflect on their existing knowledge and experience and to integrate new insights in their practice and thinking.

Social:Students

- understand the influences and effects of technological, organizational and social trends for future work arrangements
- get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold.
- 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 business context.

Self:Students

- 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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study

Content

Subject content in chronological order

Live Cases Anchoring
Data, Big Data and Data Base Management Systems
Linear Regression and Refresher Math
Logistic Regression and Regularization
Tree-Based Methods
Unsupervised Learning

Methods:
Data Analytics

Practice Cases:
Live Cases

DT1 - Data - MWD1004

Teaching and Learning method

Virtual cycles: videos

Structure of the videos
Real problem to be solved
Idea of the method
Explanation of the main features of the method, how the method works and what are the pitfalls.
Quiz questions during the video
Assignments with solution where the students apply the methods working on data, deriving analytic results and providing an interpretation of the results

Live Cases: On Campus: Coaching Sessions

Literature

Instructural videos are self-contrained. The material is self-contained. Students need not to consider additional references

Workload

80 hours virtual cycles

30% live cases

Attendance requirement

None

Proof of competence

- 30% Live case deliverables
- 35% Learning cycle assignments/exercises (5 points for each Learning Cycle)
- 35% written electronical exam

Aids for written examination

Open book, BFH-Calculator

For details to the aids allowed during written exams see "written examination regulations" on Moodle.

Continuative, in depth modules

Enabling Technologies, Emerging Technologies

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 1 HS, BB, Bern

DO3 - People & Collaboration - MWD3002

ECTS	3
Study language	English
Module type	Compulsory module
Lecturer(s)	Sonderegger Andreas, Straub Caroline
Module responsibility	Sonderegger Andreas, Caroline Straub

Short description of the module

In most organizations work is done collaboratively by teams. The team is the unit where real value is created, where innovative ideas are conceived and tested, and where employees experience sense in their work. However, dysfunctional teams seem to be endemic to organizational life. It is within teams where interpersonal issues, ill-suited skill sets, unclear roles, and lack of group goals can hinder productivity and cause friction.

Using the setting of a fast-moving start-up team we explore the challenges that lie behind managing teams. What makes people thrive in this environment? What infrastructure needs to be provided? How to pick the best team members, and once they are in, how to cultivate their skills and influence their behaviour through a strong vision and team culture?

The People & Collaboration module addresses these questions and problem areas, applying knowledge from research and practice in a challenging, interactive and dynamic way.

Requirements

None

DO3 - People & Collaboration - MWD3002

Competencies upon completion

Subject: Students

· learn how to get people to work well together and produce results within a team setting

· understand the challenges of teamwork and link existing knowledge with new insights regarding digitalization and the future of work

Method: Students

· will focus on self-study and reflective learning

· will take responsibility to work with the course material in the learning cycles and to understand, question and reflect on the courser material

· will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case

· will be required to comment on and give feedback to other students as part of the distance learning cycles

· will be challenged to reflect on their existing knowledge and experience and to integrate new insights in their practice and thinking

Social: Students

· get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers and representatives of the live case unfold

· 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 business context

Self : Students

· develop an awareness of opportunities and challenges in the context of team work

· learn practical information and tools for their future business careers

· develop critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in throughout the module

DO3 - People & Collaboration - MWD3002

Content

Subject content:

Build your team's infrastructure

· Picking the right team memb ers (e.g. competence modelling, recruitment & selection)

· Cultivating their competences

· Setting goals, values, a mission and a vision

· Setting clear roles for team members

· Develop a team culture (e.g. rules of conduct, team contract, accountability)

· Use of technology (e.g. managing virtual teams, online communities, human robot teams)

· Know how digital tools can support you in achieving the organizational goals

Manage your team

· Create an environment for making optimal team decisions (e.g. cooperation, psychological safety)

· Manage diversity within (e.g. personalities, disciplines, platform workers) and across (e.g. sector, cross-functional) team

· Engage team members (e.g. set compensation system & recognition)

· Resolve arising conflict

· Manage outside the team (e.g. stakeholder management)

DO3 - People & Collaboration - MWD3002

Teaching and Learning method	Methods

    · Experimentation

    · Presentation of students

    · Live case transfer

    · Guest presentations

    · Readings as preparation of knowledge

Practice cases/ hands-on

    · Examples from startup teams

    · Application to Digi Master teams throughout the module

    · Application to live case at the end

Research foundation

    · Reading of articles from applied research projects

       frameworks and theories

Literature	Mandatory literature will be provided on moodle
Workload	3 ECTS - 90hours
Attendance requirement	None
Proof of competence	All online assignments of the learning cycles must be completed to pass the module (deadline published on module moodle site)
	70% Individual assignments as part of the learning cycles
	30% Group Live Case presentation & report
Aids for written examination	Does not apply.
Degree programme, semester	MSc Digital Business Administration, 2021-2022, 3 HS, BB, Bern MSc Digital Business Administration, 2022-2023, 3 HS, BB, Bern

DS3 - Disruptive Business Models - MWD3001

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Dey Pascal, Frecè Jan Thomas, Harder Deane
Module responsibility	Harder Deane, Frecè Jan Thomas, Aron Braun
Short description of the module	You will explore the strategic mindset of a digital entrepreneur. This involves designing new business models based on a value chain that uses or requires digital means to deliver quality products or services. A key learning goal is applying this kind of entrepreneurial thinking within a company or setting up a new digital company, making use of leverage points in regional, national and international economic ecosystems. It also explores the implications of having a "digital DNA" in your corporate culture.
Requirements	Modules in digitally enhanced operational excellent and digitally supported business model expansions or equivalent

DS3 - Disruptive Business Models - MWD3001

Competencies upon completion

Subject: Students

make use of case studies to link existing knowledge with new insights regarding digital transformation. design digital business models to operate in a global digital environment.

apply their knowledge of micro-economics, management, and entrepreneurship to set up a digital business model.

Method: Students

focus on applied learning. There will be some lectures, but the emphasis will be on student responsibility for learning through active application of course content in various forms of learning, e.g. distance learning, virtual learning cycles and interaction with representatives of companies as part of a live case.

will be required to actively participate and prepare for class and get familiar with tools and methods used in distance learning and to tackle the live case.

will be challenged to integrate knowledge they have gained from other business core modules and apply their accumulated knowledge.

Social: Students

understand the influences and effects of technological, organizational and social trends as well as mental models and predominant corporate cultures on their perception of the digital transformation.

get to know the unpredictability in group work when group dynamics in the interactions with other students, lecturers, and representatives of the live case unfold.

are able to switch between different business and cultural perspectives.

recognize difficult situations, develop an understanding for viable solutions, and drive them in the business context.

Self: Students

further develop their awareness of their own mental models of management and teamwork to better equip themselves to function in global business situations flexibly.

learn practical information and tools for their future business careers.

develop critical thinking ability and problem solving skills through experiential learning activities, simulations, and case studies.

DS3 - Disruptive Business Models - MWD3001

Content	Subject content: Legacy vs. green field Testing of a business idea Branding & marketing Networks & ecosystems Innovation & diffusion Sustainability Methods: Crowdsourcing Co-creation and design thinking Testing and business model metrics Innovation, open innovation Zero knowledge data-based services Practice cases: Ongoing business development; Sales and marketing Product development & management
Teaching and Learning method	On-Campus sessions: classroom teaching and discussion, guest lectures, coaching sessions, testing and experimentation (digital lab); Virtual learning cycles: self-study via exploration and online examples and exercises as well as self-organised collaboration in teams; on-going team assignment
Literature	Mandatory literature will be provided on Moodle
Workload	180 h
Contact lessons	On campus
Attendance requirement	On campus sessions
Proof of competence	30% evaluated individual assignments as part of the learning cycles (e.g., electronically submitted quizzes, content preparations, and reports) 40% deliverables and/or group presentations on campus (on-site) and electronically submitted documentation 30% Live Case presentation (on-site) & electronically submitted report •
Degree programme, semester	MSc Digital Business Administration, 2021-2022, 3 HS, BB, Bern MSc Digital Business Administration, 2022-2023, 3 HS, BB, Bern

DT3 - Emerging Technologies - MWD3003

ECTS	6
Study language	English
Module type	Compulsory module
Lecturer(s)	Obwegeser Nikolaus
Module responsibility	Obwegeser Nikolaus, Stürmer Matthias

Short description of the module

First, we discuss how to scope and identify new technologies. We introduce and use frameworks like the HypeCycle or technology radar to work on various real-life scenarios.

Second, we work on how to evaluate and experiment with new technologies, including the development and maintenance of a portfolio of emerging technologies focused on potential value. This includes putting structures in place to support and encourage continuous experimentation.

And third, we move beyond experimentation and discuss how real business value can be captured with emerging technologies, including for example how to scale experiments from lab settings to generate maximum impact.

We utilize a range of different learning methods to develop a sound theoretical foundation as well as concrete techniques and practices that provide actionable support for decision making in organizations.

Proof of competence

Proof of competence will be assessed electronically using the following portfolio of assessments:

70 % Individual assignments as part of the learning cycles

30 % Group Live Case presentation & report

Degree programme, semester

MSc Digital Business Administration, 2021-2022, 3 HS, BB, Bern
MSc Digital Business Administration, 2022-2023, 3 HS, BB, Bern