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Welcome to Bern University of Applied Sciences (BFH). We are delighted that you are interested in our Master of Science in Digital Business Administration. Our new programme will take you on a journey through digital technologies, data analytics and their application to business to make you a driver of the digital future in your organisation.

This journey towards your master’s degree will not always be easy and will require you to put significant effort into your study. However, I strongly believe that the knowledge, competencies and experience you will gain are more than worth it. Our master’s programme places great emphasis on the practical application of knowledge and methods. The centre-piece of this philosophy is the “live case” in which students tackle a real-life business challenge and deliver solutions for our live case partner companies.

While studying you will have plenty of opportunities to exchange ideas with your lecturers, coaches, practitioners, external experts and, of course, your fellow students. I am confident that these lively interactions will help you grow and build your competence during your studies.

Through our extensive network of companies and other organisations, we have developed a curriculum which tackles the current topics and challenges they are facing in the process of digital transformation. In addition, our researchers from the BFH Business School will incorporate the latest findings from the academic world into their modules. This blend of practical and theoretical inputs will enable you to shape the digital future of whatever organisation you work in.

And so with this in mind, we look forward to welcoming you to our Digital Business Administration community very soon.
# Study Programme at a Glance

<table>
<thead>
<tr>
<th>Title</th>
<th>Master of Science (MSc) in Digital Business Administration</th>
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<tbody>
<tr>
<td>Commencement</td>
<td>Autumn semester (on campus block dates published on the website)</td>
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</table>
| Study model | Work-study: 4 semesters  
Lectures in 3-day blocks approx.  
4–5 times per semester, online learning / virtual sessions / block weeks and examinations. |
| Duration | As a rule, the master programme lasts four semesters. Further flexibility is possible by extending the duration of study after a consultation with head of programme (e.g. to six semesters). |
| Number of ECTS credits | 90 ECTS credits |
| Teaching language | English |
| Teaching location | Bern |
| Fees and costs per semester | One-time fees  
Enrolment fee: CHF 100  
Cost international study trip (approx.): CHF 1000 to 3000  
Each Semester  
Tuition fee Swiss students: CHF 750  
Tuition fee international students: CHF 950  
Examination: CHF 80  
Material fees: CHF 95  
Fee for facilities: CHF 24  
Voluntary contribution to the BFH student body: CHF 15  
Total fees approximately: CHF 1000/semester |
Profile of Digital Business Administration

Why Digital Business Administration?
Our world is becoming increasingly complex, creative and virtual – nothing will remain unaffected by the digital revolution. The way we live and work is becoming more and more characterised by digitalisation. The introduction of new technologies brings with it far-reaching and fundamental changes for companies, business models, work practices, processes and many other areas. The lifecycles of products and companies are becoming ever shorter, and the need for continuous innovation is growing. This requires a new set of skills from professionals and specialists.

Our master’s degree programme will help you become an expert in how organisations can transform to meet the challenges of the digital future. You will learn skills based on the latest research and industry practice that will equip you for your role as digital professional. We employ state-of-the-art teaching techniques and place great emphasis on individual learning. Using real challenges faced by businesses (“live cases”) you will learn how existing business models can be extended with the help of digital technologies. You will learn about the possibilities offered by the latest digital technologies, discover these from a practical perspective and understand how they can be implemented in organisations. As a driver of digitalisation, you will shape the digital future.

Goals and Competencies
You will acquire research-based and practical expertise fit for the digital future, to:
– transform existing companies digitally
– extend existing business models digitally
– develop new digital business models.

Career Prospects
With our MSc in Digital Business Administration, you will help shape the digital future of the economy and society. With the skills acquired during your studies, you will be able to play an important role in the digital future of your company. The typical job positions to aim for after you acquired the MSc in Digital Business Administration are: chief digital officer, digital strategist, project manager, business analyst/architect, chief information officer or marketing manager.

The MSc in Digital Business Administration prepares graduates to take roles as leaders of digital transformation in companies and organisations.

Our graduates will also be in demand for their skills in creating added value for companies in a changing and digitised environment in various business roles.
Programme structure

Course Content

Module Groups and Toolbox
The topics dealt with in the degree programme are divided into four module groups:
- Strategy and Entrepreneurship
- Leadership and Organisation
- Data and Technology
- Business Research Methods

These module groups are supplemented by the Digital Toolbox. It comprises tools, skills and methods that students acquire, apply and develop in the various modules during their studies, for example:
- Design Thinking
- Agile Project Management
- Computational Thinking
- Change Management
- Innovation and Collaboration
- Prototyping

Module Groups

- Compulsory-elective module group "Strategy and Entrepreneurship"
- Compulsory-elective module group "Leadership and Organisation"
- Compulsory-elective module group "Data and Technology"
- Compulsory module group "Business Research Methods"
- Elective modules

Live Case Scenarios

- Digitalise Operations
  - Increase Efficiency
- Expand Digital Business
  - Target Effectiveness & Optimize
- Design Business Models
  - Create & Innovate

Curriculum

<table>
<thead>
<tr>
<th>Semester</th>
<th>Courses</th>
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<tbody>
<tr>
<td>1. Semester</td>
<td>Business in a Digital Environment (DS1a) 3 ECTS-Credits</td>
</tr>
<tr>
<td>2. Semester</td>
<td>Operational Excellence (DS1b) 3 ECTS-Credits</td>
</tr>
<tr>
<td>3. Semester</td>
<td>Agility and New Work (DO1) 3 ECTS-Credits</td>
</tr>
<tr>
<td>4. Semester</td>
<td>Leadership and Organisational Development (DO2) 6 ECTS-Credits</td>
</tr>
<tr>
<td>1. Semester</td>
<td>People and Collaboration (DO3) 3 ECTS-Credits</td>
</tr>
<tr>
<td>2. Semester</td>
<td>Data (DT1) 6 ECTS-Credits</td>
</tr>
<tr>
<td>3. Semester</td>
<td>Enabling Technologies (DT2) 6 ECTS-Credits</td>
</tr>
<tr>
<td>4. Semester</td>
<td>Emerging Technologies (DT3) 6 ECTS-Credits</td>
</tr>
<tr>
<td>1. Semester</td>
<td>Scientific Research Methods (DR1) 6 ECTS-Credits</td>
</tr>
<tr>
<td>2. Semester</td>
<td>Scientific Project 1 (DR2) 6 ECTS-Credits</td>
</tr>
<tr>
<td>3. Semester</td>
<td>Scientific Project 2 (DR3) 6 ECTS-Credits</td>
</tr>
<tr>
<td>4. Semester</td>
<td>Master-Thesis (DO4) 21 ECTS-Credits</td>
</tr>
</tbody>
</table>

- Deep Dive Digital Transformation I*
- Deep Dive Digital Transformation II*
- TBD
- Module from MSc BA and MSc Business IT**
- Module from MSc BA and MSc Business IT**

* Building of individual expertise profiles (develop and showcase your digital transformation expertise)
Prerequisite: at least 3 years of practical experience in the chosen field of expertise.
Based on transformation of the individual expertise (e.g. industry, function, method, technology) into applied research in collaboration with Business School Institutes.
** To be agreed on with the heads of master programs
Competencies and Content of the Module Groups

Strategy and Entrepreneurship
We will be looking at topics like digital business model patterns, transformation strategies, maturity models, entre- and intrapreneurship, and more. You will:
- develop, evaluate and implement digital strategies
- design organisational solutions for their realisation
- understand how digital ecosystems work and how to use them
- build or rebuild a company with an innovative digital business model and position it on the market
- build governance and structures and incorporate them into the change process
- act as drivers of digitization in an organisation in close cooperation with top management
- create a vision for change, generate energy and a sense of urgency

Leadership and Organisation
In these modules, you will learn about empowerment, situated leadership, resilience, agility, holacracy and other forms of “new work”. This will enable you to:
- assess and take into account the effects of digital transformation on employees and the organisation
- develop and implement measures to help staff cope with change
- empower and inspire employees
- be aware of the opportunities and pitfalls of digitalisation
- deal with these opportunities and pitfalls sensitively
- actively participate and profit from international, intercultural and interdisciplinary cooperation
- organise, set up and lead virtual teams

Data and Technology
We will be looking at technologies, data and how to use them. Topics include: internet of things, cloud, machine learning, data science, analytics and visualisation, data ethics, process management and optimisation. You will:
- recognise the potential of data
- prepare data from primary sources and analyse it
- gain valuable insights from data and present them to stakeholders in a visually appealing way
- understand the effects and benefits of new digital technologies.
- use technologies entrepreneurially and profitably
- use basic technologies and methods in process management to optimize and automate processes

Business Research Methods
As a consecutive master, the programme is based on sound scientific methods. We will be covering topics like scientific work, applied research and development and curiosity driven learning and working. This will enable you to:
- work according to scientific methodology
- know relevant research methods and how to apply them
- integrate knowledge, formulate and test hypotheses, and infer consequences (research-based learning)
- apply all these skills in an entrepreneurial context
The "Live Case" and the Stages of Digital Transformation

A central element of our curriculum is the application of knowledge and skills to a complex, real-world challenge or problem. These "live cases" are identified, defined and prepared for our students in cooperation with businesses and organisations from various sectors.

In the first three semesters, you will work in groups on these specific challenges from real companies across modules with the guidance and support of lecturers and practitioners. Each semester will deal with a different live case scenario:

- First semester: Digitalise Operations
- Second semester: Expand Digital Business
- Third semester: Design Business Models

The competencies and methods acquired in the four module groups are aligned to focus on the aspects most important in each live case scenario.

By the time you graduate you will have a deeper understanding of the impact of the digital age on organisations in a variety of settings - from established businesses trying to digitalise their current operations to designing new business models.

Master's Thesis

Your thesis is the scientific culmination of your master's degree. In this piece of work, you will independently carry out an empirical research work and follow a standard research process. This involves creating a hypothesis, making scientifically founded decisions, evaluating your finding and reflecting on the process. The thesis will represent your own specialisation in the field of your work.
Study Programme
The programme aims to achieve an ideal balance between study and career. It is a combined model with contact study in three-day blocks and virtual (self-)study, both accompanied by lecturers and practitioners. The attendance blocks take place approximately four to five times (dates are published on the website) per semester, usually Thursday to Saturday. Additional on campus days might be added for exams and block events.

Virtual learning takes place in predefined learning cycles, which generally last about 2 – 4 weeks. You are largely responsible for the scheduling of your learning during this period. The virtual learning cycles usually end with an assignment or test of some kind (e.g. report, blog entry, online test etc.). In addition to your course, employment of 60 to 70 percent (3 – 3 ½ days) is recommended.

As a rule, the master programme lasts four semesters. Further flexibility is possible at any time by extending the duration of study (e.g. to six semesters).

Semester Schedule

Virtual Self-Study and Work on Live Case

Flexible study model: 60 – 70% employment recommended
Certificate of Global Competence
This certification process gives you the opportunity to demonstrate that you are a “globally competent individual”. To obtain the certificate, you need to provide evidence of your intercultural skills and awareness. Such competence enables you to cooperate more effectively with people from other cultures and thus to also act as a mediator between people from different cultural backgrounds. Not all students acquire the certificate via the same route. Students can align their activities with their personal, academic and professional requirements.

Career Services
We accompany and support interested students with a range of services from the first day of study right through to their graduation via our Career Services:
- at the beginning of studies
- dealing with challenges of studying
  (e.g. self-management or exam preparation)
- preparing for job applications and interviews

E-learning
The Moodle learning platform is used to exchange information between students and lecturers and complements classroom instruction. Moodle can be used, amongst other things, to organise team work, access module scripts, lecture slides, self-study assignments, to submit papers or complete online practice exams.

Library
The library has a comprehensive range of business literature. Over 10,000 books, 40 print journals, more than 60,000 E-books and 25,000 licensed trade periodicals are available to students around the clock. The library is connected to the network of libraries and information centres in Switzerland (NEBIS).

Cafeteria
The cafeteria is available to students during the semester and offers a wide range of snacks, lunches and drinks. There are also a number of vending machines to provide snacks outside cafeteria opening hours.

Alumni
The BFH Business Alumni has over 2000 members and is the umbrella organisation of former and active students of the Business School at the BFH.

The BFH Business Alumni represents the interests of its members in political, social and professional spheres and creates attractive opportunities for networking and exchange of experience for the mutual benefit of all. To do this it forges close relations with the BFH Business School as well as the FH Schweiz (the umbrella organisation of universities of applied sciences in Switzerland) and the general public.

For further information please see abfh.ch.
Admission

Admission Requirements
Our master’s programme in Digital Business Administration is aimed at graduates of a bachelor’s programme in business administration, business IT or a related subject. Applicants must attend an admission interview.

Eligibility and Entry
Anyone with a bachelor’s degree in business administration or business IT from a Swiss university of applied sciences, who can demonstrate English proficiency at C1 level, will be admitted to the programme. Students with a university degree in another discipline with a technical connection to (digital) business administration or digital transformation will also be considered. For admission, you must have at least 30 ECTS credits from a degree programme in business administration or economics.

Furthermore, students with a comparable degree from a foreign university in business administration or economics can also be admitted.

Work Experience Requirements
Students must have at least six months of work experience in an area acknowledged by the BFH Business School.

Recognition of Non-Swiss Qualifications
Foreign degrees must be equivalent to a Swiss degree. The head of the study programme will assess the foreign degree’s equivalence.

Language Ability
Prospective students must be able to demonstrate a C1 level of English. The Council of Europe’s Common European Framework of Reference for Languages (CEFR) summarises a C1 level user who can:
- understand a wide range of more demanding, longer texts, and recognise implicit meaning in them
- express him/herself fluently and spontaneously without much obvious searching for the right expression
- language flexibly and effectively for social, academic and professional purposes
- produce clear, well-structured, detailed text on complex subjects, showing correct use of organisational patterns, connectors and cohesive devices

We will accept a Cambridge C1 Advanced certificate, or equivalent, as proof of language skills. Additionally, we will also consider candidates who can demonstrate that they have studied in English.

Mandatory Interview
Once you have applied, we will contact you to arrange an appointment for a consultation with the head of the degree programme. If required, the interview can also be conducted before the application. Please contact the head of the degree programme directly at any time.

Fees and Scholarships

<table>
<thead>
<tr>
<th>Fees and costs per semester*</th>
<th>CHF</th>
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<tbody>
<tr>
<td>Application / matriculation (one-off charge)</td>
<td>100</td>
</tr>
<tr>
<td>Tuition fee</td>
<td>750</td>
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<tr>
<td>Tuition fee for international students**</td>
<td>950</td>
</tr>
<tr>
<td>Fee for social and cultural facilities at the BFH</td>
<td>24</td>
</tr>
<tr>
<td>Exam fee</td>
<td>80</td>
</tr>
<tr>
<td>Charge for materials</td>
<td>95</td>
</tr>
<tr>
<td>Voluntary contribution to the students’ association</td>
<td>15</td>
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</table>

Students who leave the programme in mid-semester will be required to pay the full fees for that particular semester.

* Current fees see bfh.ch/application
** International students are defined as persons of foreign citizenship who at the time of obtaining their university entrance qualification were domiciled under civil law neither in Switzerland nor the Principality of Liechtenstein.

Scholarships
The BFH is an institution governed by Swiss scholarship law. Interested students can find further information on the procedure at bfh.ch.
Lectures commence in calendar week 38 in the autumn semester and in calendar week 8 in the spring semester.

During the 14-week teaching period you will be expected to attend on-campus blocks. In addition, you are required to do individual and guided self-study (including exam preparation) during the semester. Certain modules may take place during Special Weeks.

Please note:
* The repeat date for the examinations in the autumn semester are the two weeks around Easter holidays. These weeks move accordingly each calendar year.

Lesson-free days:
- Easter (Friday to Monday)
- Ascension (Thursday to Saturday)
- Whitsun (Monday)
Application
Application for the degree of Master of Science in Digital Business Administration is done online at bfh.ch/application. The regular application deadline is 31 March. Late applications may be considered, depending on availability.

Own Notebook / Paperless
A prerequisite for study is that you possess your own notebook computer (preferably with a touch screen) and have access to broadband internet. All teaching materials are available for students on Moodle.

Recognition of External Study Achievements
Prospective students who have completed equivalent modules at another university may apply for credit. The application will only be examined after admission to the degree programme. The deadline is 31 July of the year the course begins.

Guest Students
Members of the public may participate in courses, subject to availability. The costs amount to CHF 300 per 3 ECTS-Module (which generally corresponds to two hours per week during the semester).

Bern University of Applied Sciences in Figures

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<th>Facts and Figures</th>
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<td>Established</td>
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<td>Bachelor degree programmes</td>
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<td>Students</td>
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<td>Proportion of females</td>
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<td>Employees</td>
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</table>

As of 2020
Contact

Location
Bern University of Applied Sciences
Business School
Brückenstrasse 73
3005 Bern

Telephone +41 31 848 34 00
master.digitalbusiness@bfh.ch

Opening Hours During the Semester
Access Point

Counter
Mondays to Fridays 8.00 to 16.00
Wednesday 8.00 to 12.30

Telephone
Monday to Friday 8.00 to 12.30 and 13.30 to 16.00
Wednesday 8.00 to 12.30

Access to the Building
The BFH card grants students 24-hour access to all buildings at Brückenstrasse.

For more information, visit our website bfh.ch/business

Location Plan

How to reach us
Brückenstrasse is a ten-minute walk from Bern railway station. The Marzilibahn funicular takes you from Bundeshaus-West to the Marzili district on the banks of the Aare river. Brückenstrasse is just 450 metres away from the lower station.
Info Events, Consulting in English

- Between November and June, we conduct regular info events for the Master of Science in Digital Business Administration. You can also request a consultation meeting with the head of the MSc Digital Business Administration if you wish. This is especially recommended if you have a non-Swiss educational background. You can find the further information in the News section of the English version of our website bfh.ch/wirtschaft.
- Information and application details can be found closer to the time on our website bfh.ch/business.
Bern University of Applied Sciences
Business School
Brückenstrasse 73
3005 Bern

Telephone +41 31 848 34 00

bfh.ch/business
master.digitalbusiness@bfh.ch

Degree Programme
– Bachelor of Science in Business Administration
– Bachelor of Science in International Business Administration
– Bachelor of Science in Business Information Technology
– Master of Science in Business Administration
– Master of Science in Digital Business Administration
– Master of Science in Business Information Technology

Further Education
– EMBA in Leadership and Management
– EMBA in Controlling and Consulting
– EMBA in Economics and Management in Healthcare
– EMBA in Human Resource Management
– EMBA in Project Management
– EMBA in Public Management
– EMBA in Excellence in Sportmanagement
– Master of Advanced Studies (MAS)
– Diploma of Advanced Studies (DAS)
– Certificate of Advanced Studies (CAS)
– Specialist courses