

DO1 - Agility & New Work - MWD1003

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Endrissat Nada, Pang Dandan
Module responsibility	Pang Dandan

Short description of the module	<p>Setting the Scene: Understand the Agility & New Work Landscape</p> <p>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.</p>
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Competencies upon completion	<p>Subject: Students</p> <ul style="list-style-type: none"> • 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. <p>Method: Students</p> <ul style="list-style-type: none"> • 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. <p>Social: Students</p> <ul style="list-style-type: none"> • 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. <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 critical thinking through assessing different point of views (including personal biases) in the learning cycles and learning activities in the case study
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DO1 - Agility & New Work - MWD1003

Content

Subject content:

- Automation & ChatGPT
- 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, guest lecture, coaching sessions
Virtual learning cycles: self-study via exploration, online illustrations, and exercises
Live Case

Literature

Provided via Moodle

Workload

90 hours

Contact lessons

On Campus Sessions - according to semester schedule (Moodle)

Attendance requirement

Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.

Proof of competence

All learning cycle assignments must be completed in order to pass the module.
Two of the individual assignments will be graded and will make up 70% of your final grade.
The other 30% will be your group Live Case presentation & report .

DO1 - Agility & New Work - MWD1003

Mode of repetition

Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.

Grade worse than 3.5: module repetition.

Degree programme, semester

MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern
MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern
MSc Digital Business Administration, 2023-2024, 1 HS, BB, Bern

DS1a - Business in a Digital Environment - MWD1001

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Marti Olivier, Thies Ferdinand
Module responsibility	Prof. Dr. Ferdinand Thies, Olivier Marti
Short description of the module	<p>The module "Business in a Digital Environment" familiarizes students with the impact of digitalization on societies and businesses and thereto connected opportunities and risks.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Requirements	<p>No formal requirements</p> <p>Bring your engagement and commitment to learn :)</p>

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 on markets, organisations, businesses, people, etc.
- to assess the digital maturity of a organisation/business, industry.
- 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 on the live case

Content

- Introduction digitalization / digital trends
- Environment / megatrends
- AI - a technological and environmental perspective
- Technological Affordances
- Strategic management in the digital age
- Introduction digitalization strategy
- Digital maturity (industries, organizations)
- Sustainability in the digital age
- Legal and regulatory aspects

DS1a - Business in a Digital Environment - MWD1001

Teaching and Learning method	<ul style="list-style-type: none"> • Educast • Articles/chapters • Wiki • Practitioners Fair • Forum discussions • Real life examples • Interactions - hands-on experience • Guest lectures • etc.
Literature	To be communicated via Moodle
Workload	90 hours
Contact lessons	According to semester schedule (Moodle)
Attendance requirement	Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.
Proof of competence	<ul style="list-style-type: none"> • 70% Individual assignments within virtual learning cycles. All individual assignments must be completed in order to pass the module, of which three assignments will be graded. • 30% group assignments Live Case presentation & report
Mode of repetition	<p>Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.</p> <p>Grade worse than 3.5: module repetition.</p>
Continuative, in depth modules	DS2, DS3
Degree programme, semester	<p>MSc Digital Business Administration, 2023-2024, 1 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern</p>

DS1b - Operational Excellence - MWD1002

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Raff Stefan, Wambsganss Thiemo
Module responsibility	Raff Stefan, Wambsganss Thiemo

Short description of the module

This module is about how to foster operational excellence using digital means, i.e., optimization of processes and further development of a corporate culture of continuous improvement, as part of the digital transformation. You will understand and apply frameworks to leverage the power of new technologies to optimize processes, improve the customer experience, as well as add value to the customer experience.

In particular, we will illustrate and analyze how existing structures can be combined with new technologies to implement new processes and solutions. In doing so, we will apply methods and frameworks that always place the customer at the center of the company's activities and take into account cutting-edge technology as well as the aspects of sustainability and resource efficiency.

DS1b - Operational Excellence - MWD1002

Competencies upon completion

Subject: Students

- Apply their knowledge of process management, supply chain management, and production management to digitalize operations and processes.
- 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.
- Learn about and use frameworks for structuring processes, operations management, idea generation, 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 the 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 of 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 points of view (including personal biases) in the learning cycles and learning activities in the case study.

Content

Subject content:

- Emerging technologies in process management (with links to AI, robotic process automation, blockchain or process mining)
- Digitally enhanced value generation (with links to design thinking, ideation, and the like)
- Understanding of processes (process monitoring, process optimization, customer-centric process organization, flexible processes)
- Customer centricity (user experience, customer journey, customer journey map, service blueprinting)
- Systemic ideation and opportunity generation

Methods:

- Process modeling
- Customer journey mapping / Service mapping
- Service blueprint / Service Design
- Systemic ideation framework
- market opportunity navigator

Teaching and Learning method

Virtual 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.

DS1b - Operational Excellence - MWD1002

Workload	90 hours
Contact lessons	On-Campus Blocks - according to semester schedule (Moodle).
Attendance requirement	Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.
Proof of competence	70% Individual assignments within virtual learning cycles. All individual assignments must be completed in order to pass the module, of which three assignments will be graded (e.g., electronically submitted quizzes, content preparations, and reports) 30% Live Case presentation (on-site) & electronically submitted report
Aids for written examination	None
Mode of repetition	Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment. Grade worse than 3.5: module repetition.
Degree programme, semester	MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern MSc Digital Business Administration, 2023-2024, 1 HS, BB, Bern MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern

DT1 - Enabling Technologies - MWD1009

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Levent Josh, Singh Siddhartha, Stürmer Matthias
Module responsibility	Singh Siddhartha
Short description of the module	<p>The foundations of computational thinking, cloud computing and software design are essential for all levels of management where business intersects with new technologies enabled by software and data.</p> <p>In this module, you will learn how various existing technologies and methods help organisations create value.</p> <p>We will focus on the application of existing technologies with real-world scenarios in mind.</p> <p>In particular, we will explore the role that various software design methods and approaches, including software architecture design, business process modelling and no-code prototyping, play in creating value inside the organisation by applying these methods.</p> <p>We will also explore the interaction between cloud computing, APIs, free and open-source software, and information security and the role these factors have in make-or-buy decisions.</p> <p>Finally, we will have some hands-on experience with VR and Drones to create intuition about the impact of these technologies.</p> <p>The students will work in groups on a live-case project and individually on topic assignments.</p>
Requirements	Basic computational thinking (offered in the Pre-Master Induction Days).

DT1 - Enabling Technologies - MWD1009

Competencies upon completion

Subject

Students are able to understand technology projects:

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

Students can understand and explain various technical jargon in:

- Software Design
- APIs
- Cloud Computing
- No-Code Prototyping
- Business Process Modelling
- Information Security
- Open Source

Method

Students are able to use various tools and approaches, including:

- Software architecture design
- UML/BPMN Software such as PlantUML
- No-Code Software such as Bubble
- API Platform such as Postman

Social

Students

- understand how to communicate clearly with technical co-workers in order to create alignment between technical and business objectives
- listen, ask questions, and research complex technical concepts efficiently in order to maintain an overview of the technological landscape affecting their organisation

Self

Students

- are aware of their own abilities relating to software engineering and technology design
- think critically about technical developments

Content

- Introduction to how technologies are used in production
- Software architecture with hands-on exercises
- Prototyping with Bubble
- API Integration
- Cloud Computing
- Hands-on: Drones, VR
- Cybersecurity Concepts
- Open source

Teaching and Learning method

Individual self-paced learning, lectures, workshops, individual and group work, coaching sessions

Literature

Will be given during the module.

Workload

180 hours

DT1 - Enabling Technologies - MWD1009

Contact lessons	According to the semester schedule (Moodle).
Attendance requirement	Attendance during the on-campus blocks and all live case sessions, including all the final presentations of all live cases.
Proof of competence	<p>70% Individual assignments within virtual learning cycles. All individual assignments must be completed in order to pass the module, of which three assignments will be graded.</p> <p>30%: Live Case Project</p>
Mode of repetition	<p>Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.</p> <p>Grade worse than 3.5: module repetition.</p>
Degree programme, semester	<p>MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2023-2024, 1 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern</p>

DO3 - People & Collaboration - MWD3002

ECTS	3
Study language	English
Module type	Elective module
Lecturer(s)	Pang Dandan
Module responsibility	Pang Dandan, Harder Deane
Short description of the module	<p>In a fast-changing and challenging world like ours, many inevitably need to work with others to achieve goals and to succeed. In organisations, excellent collaborations with various stakeholders underlie the success of organisational life. It is critically important for modern workers, and especially team and organisational leaders, to understand the nature of human communication and interaction and to practice rules that facilitate organisational effectiveness.</p> <p>Given the prevalence and importance of entrepreneurial activities in modern economies, the People & Collaboration module leverages the entrepreneurial (startup) context to elaborate on theories and practices regarding how people work and collaborate in dynamic environments. The module provides a contextualised answers to this board question, synthesising theories and research in management and psychology, as well as practical knowledge and frameworks from the real business world. The instructors will use a variety of interactive forms of instruction, to help students develop practical knowledge about how to facilitate collaboration with a people-oriented perspective and an execution mindset.</p> <p>In this module, students will develop understandings of critical issues about execution in organisational (startup) settings (e.g., forming teams, developing visions and goals, building culture, cultivating capabilities, mindset of an entrepreneur, etc.) and relevant knowledge from individual and organisational psychology (e.g., character strengths, positive emotions, team creativity, etc.).</p>
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
- can recognize their own field of passion and motivational structure
- can analyze and improve their interactions with stakeholders of a startup
- can adapt their approaches to communication in line with the predominant group dynamics
- can foster specific mindsets conducive for a startup environment
- can facilitate decision-making and prioritization in a complex and resource-limited context typical for startups

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

- 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
- assess performance and give feedback

Self: Students

- develop an awareness of opportunities and challenges in the context of teamwork
 - 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
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DO3 - People & Collaboration - MWD3002

Content

Managing people in the entrepreneurial contexts (startups): how to execute strategy and change

- Team formation and formalization: finding cofounders and startup members; setting goals, visions, missions; forming strategy; setting roles and responsibilities; shaping culture; managing new work (global and virtual);
- Scale-up: nurturing processes; developing competence and capabilities; managing external stakeholders (community, crowd, etc.); finding staff for the second phase of the life cycle of a startup
- Change: facilitating innovation and change; managing conflicts; managing emotions.
- Playful business: unlocking the benefits of getting into a playful mindset in a business context

Individuals and teams: the underlying psychology of individuals and teams

- Individual psychology: understanding psychology basics; positive emotions and connection; cognition and cognitive bias; need and motivation (need for achievement and recognition); well-being (of entrepreneurs), work-life balance, and careers; entrepreneurship and visionary leadership
- Teams: diversity (race, gender, age/ inclusion); collaboration & conflict, team creativity; team climate; the role of leader(ship);
- New work: work in virtual and global teams; self and team development (mindfulness, JDR, grit, mindset)

Teaching and Learning method

This module involves two formats of teaching and learning:

Classroom teaching and learning on campus, including:

- Lecturing by the instructors
- Case discussion in groups
- Practical group exercises
- Invited talks by practitioners/industry experts
- Panel discussion with practitioners/industry experts (structured, focused) with live cases
- Case study (in or after class)

Self-study after class, including:

- Reading (and video) assignments
- Self-guided learning
- Regular assignments with feedback
- Site visiting (TBD)

Literature

Mandatory literature will be provided on Moodle

Workload

90 h

Contact lessons

According to semester schedule (Moodle)

DO3 - People & Collaboration - MWD3002

Attendance requirement	Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.
Proof of competence	<p>All six online assignments of the learning cycles must be completed to pass the module (deadline published on module moodle site), of which two written assignments will be graded (individual assignments, 70%).</p> <p>Group work on Live Case incl. presentation will be graded (group assignments, 30%)</p>
Mode of repetition	<p>Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.</p> <p>Grade worse than 3.5: module repetition.</p>
Degree programme, semester	<p>MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern</p>

DS3 - Disruptive Business Models - MWD3001

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Frecè Jan Thomas, Harder Deane
Module responsibility	Harder Deane, Frecè Jan Thomas
Short description of the module	<p>You will explore the strategic path of becoming 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 as well as using digital tools for managing.</p>
Requirements	<p>Modules in digitally enhanced operational excellent and digitally supported business model expansions or equivalent</p>
Competencies upon completion	<p>Subject: Students</p> <ul style="list-style-type: none"> • 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. <p>Method: Students</p> <ul style="list-style-type: none"> • 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. <p>Social: Students</p> <ul style="list-style-type: none"> • 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. <p>Self: Students</p> <ul style="list-style-type: none"> • 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 & **implementation** of a business idea
- **Money**, networks & ecosystems
- Innovation & diffusion
- Trust, hype & transformation
- Sustainability

Methods:

- Written assignments (essays)
- Co-creation and design thinking
- Testing and business model metrics
- Peer grading
- Flipped classroom

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;
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 - according to semester schedule (Moodle)

Attendance requirement

Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.

Proof of competence

70% Individual assignments within virtual learning cycles. All individual assignments must be completed in order to pass the module, of which three assignments will be graded.
30% group live case presentation and report

Mode of repetition

Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.

Grade worse than 3.5: module repetition.

Degree programme, semester

MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern
MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern

DT3 - Emerging Technologies - MWD3003

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Levent Josh, Obwegeser Nikolaus
Module responsibility	Nikolaus Obwegeser, Levent Josh
Short description of the module	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Competencies upon completion	<p>Upon completion of this module, students are</p> <ul style="list-style-type: none">- able to reflect upon and discuss the role of emerging technologies in a business context- capable to contextualize and apply various frameworks for technology forecasting and evaluation- able to design and execute experiments with new technologies to understand their business value- knowledgeable about examples of specific emerging technologies (e.g., AI, Blockchain) and how to evaluate their usefulness for specific business purposes.

DT3 - Emerging Technologies - MWD3003

Content	<p>Focus question: how to stay on top of the continuously changing technology landscape?</p> <p>Structure: 3 phases approach to manage emerging tech</p> <ul style="list-style-type: none"> • Scouting • Experimenting • Integrating & Scaling <p>Content: mix between General frameworks to manage tech innovation, e.g. hypecycle, techradar, etc.</p> <ul style="list-style-type: none"> • Concrete examples of currently hyped/emerging technologies, e.g. blockchain, crypto, AI/ML, (has to be updated frequently) • Cases presented by/with experts working on emerging tech in business context
Workload	180 hours
Contact lessons	According to semester schedule (Moodle)
Attendance requirement	Attendance during the on-campus blocks and all live case sessions including all the final presentations of all live cases.
Proof of competence	<p>Proof of competence will be assessed electronically using the following portfolio of assessments:</p> <p>70% Individual assignments within virtual learning cycles. All individual assignments must be completed in order to pass the module, of which 3 assignments will be graded</p> <p>30 % Group Live Case presentation & report</p>
Mode of repetition	<p>Grade 3.5: student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.</p> <p>Grade worse than 3.5: module repetition.</p>
Degree programme, semester	<p>MSc Digital Business Administration, 2024-2025, 3 HS, BB, Bern</p> <p>MSc Digital Business Administration, 2023-2024, 3 HS, BB, Bern</p>

DO2 - Leadership & Organisational Development - MWD2002

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Dey Pascal, Hunziker Alexander
Module responsibility	Pascal Dey, Alexander Hunziker
Short description of the module	<p>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.</p> <p>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.</p>
Requirements	None
Competencies upon completion	<p>The general motto of this module is: 'While digital change is inevitable, it can be hard for people'. Thus the need to understand and 'hack' the human side of digital transformation.</p> <p>Students akquire the the social and leadership skills needed to successfully guide an established organization 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.</p> <p>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.</p>

DO2 - Leadership & Organisational Development - MWD2002

Content	<p>Focus on the transformation of organizations, individuals and leaders into the digital age.</p> <p>The human side of digital transformation: not everyone is born to be 'agile' and adapt easily; thus there are health-related risks of digitization (work intensification, burnout, erosion of work-life balance, etc.)</p> <p>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</p> <p>Assess readiness for digital transformation (individuals, team, organisation) (Change Management, Upskilling, Agile Methods & Mindset)</p> <p>Specific concepts, models and ideas conveyed during the module include, among others:</p> <ul style="list-style-type: none">- 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, absenteeism, motivation, employee engagement, etc.)- positive change/transformation management- organizational design/development
Teaching and Learning method	<p>Strong focus on experience, creativity, discussion and reflection based pedagogy / Involvement of practitioners who report on their experiences with digital transformation</p>
Literature	<p>Will be made available via Moodle</p>
Workload	<p>6 ECTS credits</p>
Contact lessons	<p>According Semester Schedule on Moodle: https://moodle.bfh.ch/course/view.php?id=23869&section=1#schedule</p>
Attendance requirement	<p>Attendance is important for the learning process and appreciated.</p> <p>Students who cannot attend class for any reason are requested to contact their peers.</p>

DO2 - Leadership & Organisational Development - MWD2002

Proof of competence

All individual assignments (graded and not graded) must be completed and submitted on time in order to pass the module.

Non graded assignments must be of acceptable quality, otherwise they can be rejected.

Two assignments will be graded.

70% individual assignments within virtual learning cycles: 30% graded assignment one, 40% graded assignment two.

30% group assignments Live Case presentation & report

Mode of repetition

In case of a missed deadline or an insufficient grade, student may approach the lecturer to define the conditions (task and deadline) of the resubmission.

In case of a re-submission a maximum grade of 4.0 can be achieved for a given assignment.

Continuative, in depth modules

People and Collaboration - D03

Degree programme, semester

MSc Digital Business Administration, 2023-2024, 4 FS, BB, Bern
MSc Digital Business Administration, 2023-2024, 2 FS, BB, Bern

DS2 - Business Expansion - MWD2001

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Braun Aron, Hehn Jennifer, Van Heijningen Markus Petrus
Module responsibility	Braun Aron, Hehn Jennifer, Van Heijningen Markus Petrus
Short description of the module	<p>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.</p>
Competencies upon completion	<p>Subject: Students</p> <ul style="list-style-type: none"> - 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 expanding the business with new Offerings and Business Models <p>Method: Students</p> <ul style="list-style-type: none"> - 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. <p>Social: Students</p> <ul style="list-style-type: none"> - 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. <p>Self: Students</p> <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> • 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 • Expanding the business with greater experiences • Expanding 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	According Semester Schedule on Moodle: https://moodle.bfh.ch/course/view.php?id=23869&section=1#schedule
Attendance requirement	None
Proof of competence	70% Individual assignments within virtual learning cycles. All individual assignments (graded and not graded) must be completed and submitted on time in order to pass the module. Three assignments will be graded.
	30% group assignments Live Case presentation & report
Mode of repetition	In case of an insufficient grade, student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.
Continuative, in depth modules	DS3, DD1, DD2
Degree programme, semester	MSc Digital Business Administration, 2023-2024, 2 FS, BB, Bern MSc Digital Business Administration, 2023-2024, 4 FS, BB, Bern

DT2 - Data - MWD2012

ECTS	6
Study language	English
Module type	Elective module
Lecturer(s)	Hadji Misheva Branka, Krebs Michel
Module responsibility	Krebs Michel, Hadji Misheva Branka
Short description of the module	<p>Data analytics is a crucial tool for companies facing fast emerging and ever-changing business challenges. Against this background, the aim of this course is to provide a comprehensive overview of approaches that support data-driven decision-making. With a special focus on advanced analytics, this entails basic techniques, methodologies, and practical skills required to draw and communicate meaningful insights from data.</p> <p>The course takes a practical approach using the programming language R.</p>
Requirements	Mathematical and Statistical knowledge of a Bachelor Degree in Business Administration

DT2 - Data - MWD2012

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 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

Live Cases Anchoring

Characteristics of a data-driven organization and fields of application for advanced analytics

Basic programming with R

Various methods from the field of descriptive statistics as well as from machine learning

Principles of effective data visualization

DT2 - Data - MWD2012

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

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

Workload

180 total workload

Contact lessons

According Semester Schedule on Moodle:

<https://moodle.bfh.ch/course/view.php?id=23869§ion=1#schedule>

Attendance requirement

None

Proof of competence

70% Individual assignments within virtual learning cycles and graded final exam.

All individual assignments (graded and not graded) must be completed and submitted, of which 6 assignments will be graded and the final exam must be passed, in order to pass the module.

In the case that the module is not passed, the module will appear as "not fullfield" on the Transcript of Records.

30% - Live Case Output (MVP Live Case)

Aids for written examination

Open book, BFH-Calculator

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

https://moodle.bfh.ch/pluginfile.php/1805497/mod_label/intro/written_examination_regulations_AS2223.pdf

DT2 - Data - MWD2012

Mode of repetition

In case of an insufficient grade, student may approach the lecturer to define the conditions (task and deadline) of the resubmission. In case of the re-submission a maximum grade of 4.0 can be achieved for a given assignment.

In case of an insufficient exam, the exam will repeatet next exam period.

Continuative, in depth modules

DT3

Degree programme, semester

MSc Digital Business Administration, 2023-2024, 4 FS, BB, Bern
MSc Digital Business Administration, 2023-2024, 2 FS, BB, Bern
