MSc Business Administration (BA)
Curriculum 2025-2026

A. MSc BA 60 EC programme, one year

Table 1A shows the requirements students need to meet to successfully earn the MSc BA diploma.

Table 1A: Summary of programme requirements MSc BA			
Requirement	**EC**	**Courses**	**See Table**
Core courses	15	Entrepreneurial Leadership & Responsible Organisational Design (201600002) Qualitative Research and Business Skills (2.5EC, 202001446) Quantitative and Design Methods in Business Research (2.5EC, 202001447) Business Valuation & Corporate Governance (201800089)	Table 1B
Elective courses	20	Elective courses are specialisation-specific. All elective courses that can be followed are listed in Table 1C per specialisation. Students can exchange one non-specialisation-specific elective course of 5EC with any other course offered in Table 1C. For elective courses that are not mentioned in Table 1C, explicit approval of the Programme Director is needed via the Individual Learning Agreement (ILA)/ study advisor, including a motivation	Table 1C
Master thesis	25	BA Master Thesis Research Proposal (201500101) BA Master Thesis Research Project (201500102)	

Table 1B: Curriculum MSc BA (Sept 2025 and Feb 2026 intake)			
Course code	**Course name**	**EC**	**Quartile**
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1
	Elective*	5	Q1/Q3
	Elective*	5	Q1/Q3
202001446	Qualitative Research and Business Skills	2.5	Q2/Q4
202001447	Quantitative and Design Methods in Business Research	2.5	Q2/Q4
201500101	BA Master Thesis Research Proposal	10	Q2/Q4
201800089	Business Valuation & Corporate Governance	5	Q3
	Elective*	5	Q3/Q1
	Elective*	5	Q3/Q1
201500102	BA Master Thesis Research Project	15	Q4/Q2
Total EC		**60**	

* In the Academic year 2025/2026, in principle the same electives will be offered per Specialisation as mentioned in Table 1C. The programme will communicate transition rules should any changes occur before the start of the first semester of 2025-2026 (July/August 2024) in the Education and Examination Regulations (EER), MSc BA programme specific part .

Specialisations:

Course code	Course name	EC	Quartile
Table 1C: List of Electives 2025-2026. Students choose **four elective courses of 20 EC**. The diploma supplement that students receive upon completion of the programme will state the specialisation. The diploma itself will state the MSc title and the name of the full programme: Business Administration.			
Specialisation: Digital Business & Analytics (DBA)			
201800205	Smart Industry (mandatory)	5	Q1
202500248	People-Centred Business Analytics	5	Q1
202300200	Data Science* (mandatory)	5	Q1/Q3
192340101	Implementation of IT in Organisations**	5	Q3
194105070	Information Systems for the Financial Services Industry	5	Q3
Specialisation: Entrepreneurship, Innovation & Strategy (EIS)			
201600011	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
201600012	Management and Governance of Innovation and Creativity	5	Q1
201600015	Strategic Technology Management and Innovation	5	Q3
201600155	Global Strategy and Business Development, OR	5	Q3
201700089	Circular Sustainable Business Development***	5	Q3
201000087	Entrepreneurial Finance	5	Q3
Specialisation: Financial Management (FM)			
194110070	Corporate Finance (for BA)	5	Q1
201600013	Investments & Risk Management	5	Q1
201000087	Entrepreneurial Finance	5	Q3
194105070	Information Systems for the Financial Services Industry	5	Q3
Specialisation: Human Resource Management (HRM)			
202500248	People-Centred Business Analytics	5	Q1
201500086	Global Talent Management	5	Q1
201500087	HRM and Innovation	5	Q3
192340101	Implementation of IT in Organisations**	5	Q3
Specialisation: International Management & Consultancy (IMC)			
201600011	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
201500083	Change Management and Consultancy in a Global Context	5	Q1
201500086	Global Talent Management	5	Q1
202001448	Cross-Cultural Behaviour	5	Q3
201600155	Global Strategy and Business Development	5	Q3
Specialisation: Purchasing & Supply Management (PSM)			
202300077	Strategic Procurement in the Public and Healthcare Sectors	5	Q1
201500091	Purchasing Strategy and Systems	5	Q1
201500085	Global Sourcing and Organisation	5	Q3
202400702	Strategic Sourcing: Societal and Technological Trends	5	Q3
Specialisation: Strategic Marketing & Servitisation (SMS)			
201500081	Business-to-Business Marketing	5	Q1
201800205	Smart Industry	5	Q1
201500080	Advanced Topics in Digital Marketing	5	Q3
201600155	Global Strategy and Business Development	5	Q3

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

*** The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable

Alternatives

Alternative electives
Regular MSc BA students are not allowed to add elective courses from one of the double degree programmes to their Individual Learning Agreement unless approval is granted by the Programme Director. If students want to participate in a course outside of the MSc BA programme with the approval from the offering programme, the course will be registered among the "Other Courses", which is not counted as an elective.

B. Double degree and Joint Education programmes
We offer five Double Degree programmes with partner universities and two Joint Education Programmes with partner programmes at UT. These are listed in Tables 1D-1M. For those students who are not present at the UT during the regular Master Thesis Proposal and Master Thesis Project, the Master Class BA (201400018) and Master Thesis BA (194100040) are offered as an alternative option.

EIS specialisation: Double Degree Programme with Technical University of Berlin (TUB) MSc in Innovation Management, Entrepreneurship & Sustainability (IMES)

Course code	Course name	EC
Table 1Da: Curriculum for TUB students coming to UT **September 2025**/UT students who start September 2024 and go to Berlin for MSc IMES double degree in April 2025[1] The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Entrepreneurship, Innovation and Strategy'.		
Course code	**Course name**	**EC**
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q2		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q3/Q4 (TUB) or Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

Course code	Course name	EC
Table 1Db: Electives MSc-IMES double degree programme		
Course code	**Course name**	**EC**
Q1	Choose 2 of the following Q1 courses:	5+5=10
201600011	International Entrepreneurship - a Strategic Technology perspective	5
201600012	Management and Governance of Innovation and Creativity	5
201500081	Business-to-Business Marketing	5

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[1] The programme parts to be followed at TU Berlin start in April.

201800205	Smart Industry	5
Q2	Choose 2 of the following Q2 courses:	5+5/6=10/11
201100054	Supply Chain Management and Innovation	5
192320501	E-Commerce**	5
202300200	Data Science***	5
201800525	I&E Study EIT***	6
201800227	Human-Centred Design****	5

* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable
*** The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable
**** The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

Table 1Ea: Curriculum for UT students who start **February 2026** and go to Berlin for MSc IMES double degree in October 2025[2] The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Entrepreneurship, Innovation and Strategy'.		
Course code	**Course name**	**EC**
Q3		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Eb)	5
	Elective (see Table 1Eb)	5
Q4		
202500010	Consumer psychology, marketing, and behavioural change*	5
202500011	The Future of Work*	5
202500012	Digital Life and Culture*	5
Q1/Q2 (TUB) or Upon return (UT)		
201400018 (Q1)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

Table 1Eb: Electives MSc-IMES double degree programme		
Course code	**Course name**	**EC**
Q3	Choose 2 of the following Q3 courses:	5+5=10
201600015	Strategic Technology Management and Innovation	5
201600155	Global Strategy and Business Development	5
201000087	Entrepreneurial Finance	5
201700089	Circular Sustainable Business Development*	5

* The Teaching and Assessment regulations of the EER for the MSc programme Industrial Engineering & Management are applicable

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[2] Limited to 5 students, selection procedure may be applied.

EIS specialisation: Joint Education Programme with UT's MSc in Philosophy of Science Technology & Society (PSTS)

Course code	Course name	EC	Quartile
Table 1F: **Double degree programme** PSTS Students that combine the 2yr PSTS MSc programme with the 1yr MSc BA programme need to fulfil both MSc PSTS and MSc BA requirements. This means that the following courses and electives need to be taken:			
First year			
201600015	Strategic Technology Management and Innovation	5	Q3
	MSc PSTS programme[3]	55	
Second year			
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1
201600011	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management of Governance and Innovation and Creativity	5	Q1
201800089	Business Valuation & Corporate Governance	5	Q2
	MSc PSTS programme	10	
201400018	Master Class BA	5	Q3
201900178	Master Thesis in the framework of the PSTS-BA Joint Education Programme	25	Q3/Q4

HRM specialisation: Double Degree Programme with the University of L'Aquila MSc in Administration, Economics and Finance (AEF)

Course code	Course name	EC
Table 1Ga: Curriculum for L'Aquila students coming to UT September 2025 The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Human Resource Management'.		
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201500092	Strategic HR Analytics	5
201500086	Global Talent Management	5
Q2		
202001446	Qualitative Research and Business Skills	2.5
202001447	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q3		
201800089	Business Valuation & Corporate Governance	5
201500087	HRM and Innovation	5
192340101	Implementation of IT in Organisations*	5
Q4		
201500102	Master Thesis BA Research Project	15
Total EC		**60**

* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

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[3] Please refer to the Programme-specific part for the MSc PSTS programme for the curriculum of the 1st year.

Course code	Course name	EC
	Table 1Gb: Curriculum for UT students starting February 2026 and going to L'Aquila for AEF double degree in September 2026 The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Human Resource Management'.	
Course code	**Course name**	**EC**
Q3		
201800089	Business Valuation & Corporate Governance	5
201500087	HRM and Innovation	5
192340101	Implementation of IT in Organisations*	5
Q4		
202001446	Qualitative Research and Business Skills	2.5
202001447	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q1&Q2 or Upon return (UT)		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201500092	Strategic HR Analytics	5
201500086	Global Talent Management	5
201500102	Master Thesis BA Research Project	15
Total EC		**60**

* The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

IMC specialisation: Double Degree Programme with Trento University (TU) MSc in International Management

Course code	Course name	EC
	Table 1H: Curriculum for Trento students coming to UT **September 2025** The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy', or 'Entrepreneurship, Innovation Management & Strategy' when an EIS elective is chosen in Q3	
Course code	**Course name**	**EC**
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600011	International Entrepreneurship	5
201500083 201500086	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
202001446	Qualitative Research and Business Skills	2.5
202001447	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q3		
201600155	Global Strategy & Business Development	5
202001448	Cross-Cultural Behaviour	5
201500085 201000087 201600015	Choose 1: Global Sourcing & Organisation (IMC specialisation) or Entrepreneurial Finance (EIS specialisation) or Strategic Technology Management & Innovation (EIS specialisation)	5

Course code	Course name	EC
Q4		
201500102	Master Thesis BA Research Project	15
Total EC		**60**

Table 1I: Curriculum for UT students started **September 2025** and going to Trento for MSc IM double degree in February 2026 The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy.		
Course code	**Course name**	**EC**
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600011	International Entrepreneurship	5
201500083 201500086	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
201800089	Business Valuation & Corporate Governance	5
202300200	Data Science	5
201100054	Supply Chain Management & Innovation	5
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

Table 1J: Curriculum for UT students started **February 2026** and going to Trento for MSc IM double degree in September 2026 The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.		
Course code	**Course name**	**EC**
Q3		
201800089	Business Valuation & Corporate Governance	5
201600155	Global Strategy & Business Development	5
202001448	Cross-Cultural Behaviour	5
Q4		
202500010	Consumer Psychology, Marketing, and Behavioural Change *	5
202500011	The Future of Work*	5
202500012	Digital Life and Culture *	5
Upon return (UT)		
201400018 (Q1)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable

PSM specialisation: Double Degree Programme with Lappeenranta University (LUT) MSc in Supply Management (MSM)

Table 1Ka: Curriculum for UT students going to LUT for MSc-MSM double degree in January/February 2026 /

Course code	Course name	EC
LUT students coming to UT September 2025[4] The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Purchasing and Supply Management'.		
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201500091	Purchasing Strategy and Systems	5
202300077	Strategic Procurement in the Public and Healthcare Sectors	5
Q2		
201800089	Business Valuation & Corporate Governance	5
201100054	Supply Chain Management and Innovation	5
	Elective (see Table 1Kb)	5
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

Course code	Course name	EC
Table 1Kb: 2023-2024 Electives LUT double degree programme MSM		
Q2	Choose 1 of the following Q2 courses:	
202300200	Data Science*	5
192320501	E-Commerce**	5

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

SMS specialisation: Double Degree Programme with Lappeenranta University (LUT) MSc in International Marketing Management (MIMM)

Course code	Course name	EC
Table 1La: Curriculum for LUT students coming to UT September 2025 / UT students started September 2024 and going to LUT for MIMM double degree in January 2026[4] The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.		
Q1		
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5
201600012	Management of Governance and Innovation and Creativity	5
201500081	Business-to-Business Marketing	5
Q2		
201800089	Business Valuation & Corporate Governance	5
	Elective (see Table 1Lb)	5
	Elective (see Table 1Lb)	5
Q3/Q4 or Upon return (UT)		
201400018 (Q3)	Master class BA	5
194100040	Master Thesis BA	25
Total EC		**60**

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[4] For UT students who start in September 2024 and go to LUT in January 2024, distance exams will be arranged.

Table 1Lb: Electives MSc-MIMM (LUT) double degree programme		
Course code	**Course name**	**EC**
Q2	Choose 1 of the following Q2 courses:	
202300200	Data Science*	5
192320501	E-Commerce**	5
201100054	Supply Chain Management and Innovation	5

* The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable
** The Teaching and Assessment regulations of the EER for the MSc programme Business & IT are applicable

SMS specialisation: Joint Education Programme with UT MSc in Communication Science (COM)
Please be aware that this is a 90EC programme, resulting in two degrees.[5]

Table 1Ma: **Joint education programme** Digital Marketing (start Sept 2025) Students that combine the 1yr MSc COM programme with the 1yr MSc BA programme need to fulfil both MSc COM and MSc BA requirements. This means that the following courses and electives need to be taken:				
Course code	**Course name**	**EC**	**Quartile**	**BA/COM**
Core mandatory courses: 65EC				
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202500002	Critical Reflection on COM*	5	Q1	COM
202300200	Data Science**	5	Q1	BA
201800089	Business Valuation & Corporate Governance	5	Q2	BA
201500080	Advanced Topics in Digital Marketing	5	Q3	BA
202400007	Societal Challenges	10	Q3&Q4	COM
202001446	Qualitative Research and Business Skills	2.5	Q4	BA
202001447	Quantitative and Design Methods	2.5	Q4	BA
202300125	BA-COM Master Thesis Research Proposal Digital Marketing	10	Q1	BA/COM
202300126	BA-COM Master Thesis Research Project Digital Marketing	15	Q2	BA/COM
Electives: Choose 25 EC[6]				
Choose 2:				
202500005	Data-driven Design for Strategic Communication *	5	Q2	COM
202500007	The Post-Truth Society *	5	Q2	COM
201100054	Supply Chain Management and Innovation	5	Q2	BA
Choose 1:				
201600155	Global Strategy and Business Development	5	Q3	BA
202500008	Social Change Dilemmas*	5	Q3	COM
202500009	Behaviour and Technology: An Interdisciplinary Approach*	5	Q3	COM
Choose 1:				
202500010	Consumer Psychology, Marketing, and Behavioural Change*	5	Q4	COM
202500011	The Future of Work*	5	Q4	COM
202500012	Digital Life and Culture*	5	Q4	COM
Choose 1:				

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[5] Students from a Dutch university of applied sciences are admissible to the Digital Marketing Double Degree after successfully completing the Digital Marketing Pre-Master's programme of 30EC. Students need to apply via Studielink for both the Communication Science and Business Administration programmes for this double degree programme. Please refer to this underlined webpage for up-to-date admission requirements for all applicants.

[6] In the elective space, students should choose at least one elective from BA and one elective from COM

Course code	Course name	EC	Quartile	BA/COM
201800205	Smart Industry	5	Q1	BA
201500081	Business-to-Business Marketing	5	Q1	BA
202500003	Visual Communication and Corporate Branding Strategies*	5	Q1	COM

* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable
** The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

Table 1Mb: **Joint education programme** Digital Marketing (start Feb 2026) Students that combine the 1yr MSc COM programme with the 1yr MSc BA programme need to fulfil both MSc COM and MSc BA requirements. This means that the following courses and electives need to be taken:				
Course code	**Course name**	**EC**	**Quartile**	**BA/COM**
Core mandatory courses: 65EC				
202500002	Critical Reflections on COM*	5	Q3	COM
202300200	Data Science**	5	Q3	BA
201500080	Advanced Topics in Digital Marketing	5	Q3	BA
202001446	Qualitative Research and Business Skills	2.5	Q4	BA
202001447	Quantitative and Design Methods	2.5	Q4	BA
201600002	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202400007	Societal Challenges	10	Q1&Q2	COM
201800089	Business Valuation & Corporate Governance	5	Q2	BA
202300125	BA-COM Master Thesis Research Proposal Digital Marketing	10	Q3	BA/COM
202300126	BA-COM Master Thesis Research Project Digital Marketing	15	Q4	BA/COM
Electives: Choose 25 EC[7]				
Choose 2:				
202500010	Consumer Psychology, Marketing, and Behavioural Change*	5	Q4	COM
202500011	The Future of Work*	5	Q4	COM
202500012	Digital Life and Culture*	5	Q4	COM
Choose 1:				
201800205	Smart Industry	5	Q1	BA
201500081	Business-to-Business Marketing	5	Q1	BA
202500003	Visual Communication and Corporate Branding Strategies*	5	Q1	COM
Choose 1:				
202500005	Data-driven Design for Strategic Communication *	5	Q2	COM
202500007	The Post-Truth Society *	5	Q2	COM
201100054	Supply Chain Management and Innovation	5	Q2	
Choose 1:				
201600155	Global Strategy and Business Development	5	Q3	COM
202500008	Social Change Dilemmas*	5	Q3	BA
202500009	Behaviour and Technology: An Interdisciplinary Approach*	5	Q3	COM

* The Teaching and Assessment regulations of the EER for the MSc programme Communication Science are applicable
** The Teaching and Assessment regulations of the EER for the MSc programme Computer Science are applicable

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[7] *In the elective space, students should choose at least one elective from BA and one elective from COM*