

MSc Business Administration (BA)

Curriculum 2026-2027

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 (202600155) Qualitative Research and Business Skills (2.5EC, 202600156) Quantitative and Design Methods in Business Research (2.5EC, 202600328) Business Valuation & Corporate Governance (202600157)	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 2026 and Feb 2027 intake)			
Course code	Course name	EC	Quartile
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1
	Elective*	5	Q1/Q3
	Elective*	5	Q1/Q3
202600156	Qualitative Research and Business Skills	2.5	Q2/Q4
202600328	Quantitative and Design Methods in Business Research	2.5	Q2/Q4
201500101	BA Master Thesis Research Proposal	10	Q2/Q4
202600157	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 2026/2027, 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 2026-2027 (July/August 2024) in the Education and Examination Regulations (EER), MSc BA programme specific part .

Specialisations:

Table 1C: List of Electives 2026-2027. 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.			
Course code	Course name	EC	Quartile
Specialisation: Digital Business & Analytics (DBA)			
202600158	Smart Industry (mandatory)	5	Q1
202600340	Data Science 4ALL* (mandatory)	5	Q1/Q3
192340101	Implementation of IT in Organisations**	5	Q3
202600160	Information Systems for the Financial Services Industry	5	Q3
Specialisation: Entrepreneurship, Innovation & Strategy (EIS)			
202600161	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
201600012	Management and Governance of Innovation and Creativity	5	Q1
202600163	Strategic Technology Management and Innovation	5	Q3
202600170	Global Strategy and Business Development ¹ , OR	5	Q3
201700089	Circular Sustainable Business Development***	5	Q3
202600329	Entrepreneurial Finance	5	Q3
Specialisation: Financial Management (FM)			
202600164	Corporate Finance (for BA)	5	Q1
202600165	Investments & Risk Management	5	Q1
202600329	Entrepreneurial Finance	5	Q3
202600160	Information Systems for the Financial Services Industry	5	Q3
Specialisation: People, Organisations & the Future of Work (POW)			
202600166	Global Talent Management	5	Q1
202600167	Leading & Organising Employee-Driven Innovation	5	Q3
192340101	Implementation of IT in Organisations**, OR	5	Q3
202500252	Lifelong learning in a changing society****		
Specialisation: International Management & Consultancy (IMC)			
202600161	International Entrepreneurship – a Strategic Technology Perspective	5	Q1
202600168	Change Management and Consultancy in a Global Context	5	Q1
202600166	Global Talent Management	5	Q1
202600169	Cross-Cultural Behaviour	5	Q3
202600170	Global Strategy and Business Development ¹	5	Q3
Specialisation: Purchasing & Supply Management (PSM)			
202600171	Strategic Procurement in the Public and Healthcare Sectors	5	Q1
202600172	Purchasing Strategy and Systems	5	Q1
191820160	Purchasing Management*** (recommended for students who have no prior purchasing knowledge (e.g. you did not follow SUM (202400074) at the IBA programme of UT)*****	5	Q1
202600173	Global Sourcing and Organisation	5	Q3
202600174	Strategic Sourcing: Societal and Technological Trends	5	Q3
Specialisation: Strategic Marketing & Servitisation (SMS)			
202600175	B2B Marketing	5	Q1
202600158	Smart Industry	5	Q1
202600177	Advanced Topics in Digital Marketing	5	Q3
202600170	Global Strategy and Business Development ¹	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.

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

*****Please consider choosing this course if you have no prior knowledge in Purchasing & Supply Management. If you have prior knowledge, know that this course can contain content overlap. Please make an appointment with your study advisor if you consider choosing this course.

Alternatives

¹ The course Global Strategy and Business Development can only be followed by students from the EIS, IMC and SMS specializations.

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)

Table 1Da: Curriculum for TUB students coming to UT **September 2026**/UT students who start September 2025 and go to Berlin for MSc IMES double degree in April 2026²

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		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
	Elective (see Table 1Db)	5
	Elective (see Table 1Db)	5
Q2		
202600157	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

Table 1Db: Electives MSc-IMES double degree programme

Course code	Course name	EC
Q1	Choose 2 of the following Q1 courses:	5+5=10
202600161	International Entrepreneurship - a Strategic Technology perspective	5
201600012	Management and Governance of Innovation and Creativity	5
202600175	B2B Marketing	5
202600158	Smart Industry	5
Q2	Choose 2 of the following Q2 courses:	5+5/6=10/11
202600178	Supply Chain Management and Innovation	5
192320501	E-Commerce**	5

² The programme parts to be followed at TU Berlin start in April.

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 2027** and go to Berlin for MSc IMES double degree in October 2027³

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		
202600157	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	Future of Work*	5
202500012	Digital Life Unpacked*	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
202600163	Strategic Technology Management and Innovation	5
202600170	Global Strategy and Business Development	5
202600329	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

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

Table 1F: **Joint Education 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:

Course code	Course name	EC	Quartile
First year			
202600163	Strategic Technology Management and Innovation	5	Q3
	MSc PSTS programme ⁴	55	
Second year			
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1

³ Limited to 5 students, selection procedure may be applied.

⁴ Please refer to the Programme-specific part for the MSc PSTS programme for the curriculum of the 1st year.

202600161	International Entrepreneurship – a Strategic Technology perspective	5	Q1
201600012	Management of Governance and Innovation and Creativity	5	Q1
202600157	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

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

Table 1G: Curriculum for UT students starting February 2027 and going to L'Aquila for AEF double degree in September 2027 / L'Aquila students coming to UT September 2026
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'People, Organisations & the Future of Work'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600167	Leading & Organising Employee-Driven Innovation	5
192340101	Implementation of IT in Organisations*, OR	5
202500252	Lifelong learning in a changing society**	
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q1/Q2 or Upon return (UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600158	Smart Industry	5
202600166	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

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

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

Table 1H: Curriculum for Trento students coming to UT **September 2026**
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		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600161	International Entrepreneurship	5
202600168 202600166	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10

Q3		
202600170	Global Strategy & Business Development	5
202600169	Cross-Cultural Behaviour	5
202600173 202600329 202600163	Choose 1: Global Sourcing & Organisation (IMC specialisation) or Entrepreneurial Finance (EIS specialisation) or Strategic Technology Management & Innovation (EIS specialisation)	5
Q4		
201500102	Master Thesis BA Research Project	15
Total EC		60

Table 1I: Curriculum for UT students started **September 2026** and going to Trento for MSc IM double degree in February 2027

The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.

Course code	Course name	EC
Q1		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600161	International Entrepreneurship	5
202600168 202600166	Change Management & Consultancy in a Global Context or Global Talent Management	5
Q2		
202600157	Business Valuation & Corporate Governance	5
201800525	I&E Study EIT	6
202600178	Supply Chain Management & Innovation	5
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		61

Table 1J: Curriculum for UT students started **February 2027** and going to Trento for MSc IM double degree in September 2027

The diploma supplement that students receive upon completion of the programme will state the specialisation: 'International Management & Consultancy'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600170	Global Strategy & Business Development	5
202600169	Cross-Cultural Behaviour	5
Q4		
202500010	Consumer Psychology, Marketing, and Behavioural Change *	5
202500011	Future of Work*	5
202500012	Digital Life Unpacked*	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 2027 / LUT students coming to UT September 2026⁵
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Purchasing and Supply Management'.

Course code	Course name	EC
Q1		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600172	Purchasing Strategy and Systems	5
202600171	Strategic Procurement in the Public and Healthcare Sectors	5
Q2		
202600157	Business Valuation & Corporate Governance	5
202600178	Supply Chain Management and Innovation	5
201600025	Finance and Healthcare Purchasing* (students that followed SUM (202400074) at the IBA programme of UT have to choose 1 elective from table 1Kb instead of this elective)	5/6
Upon return (UT)		
201400018 (Q3)	Master Class BA	5
194100040	Master Thesis BA	25
Total EC		60/61

Table 1Kb: 2026-2027 Electives LUT double degree programme MSM

Course code	Course name	EC
Q2	Choose 1 of the following Q2 courses:	
201800525	I&E Study EIT**	6
192320501	E-Commerce***	5
201800227	Human Centred Design****	5

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

**** The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

Table 1Kc: Curriculum for UT students going to LUT for MSc-MSM double degree in September 2027 / LUT students coming to UT in February 2026⁶

The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Purchasing and Supply Management'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600173	Global Sourcing and Organisation	5
202600174	Strategic Sourcing: Societal and Technological Trends	5
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10
Q1 (Upon return UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5

⁵ For UT students who start in September 2026 and go to LUT in January 2027, distance exams will be arranged.

⁶ For UT students who start in September 2024 and go to LUT in January 2024, distance exams will be arranged.

202600171	Strategic Procurement in the Public and Healthcare Sectors	5
202600172	Purchasing Strategy and Systems	5
Q2		
201500102	Master Thesis BA Research Project	15
Total EC		60

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

Table 1La: Curriculum for LUT students coming to UT September 2026 / UT students started September 2026 and going to LUT for MIMM double degree in January 2027⁵
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.

Course code	Course name	EC
Q1		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
201600012	Management of Governance and Innovation and Creativity	5
202600175	B2B Marketing	5
Q2		
202600157	Business Valuation & Corporate Governance	5
	Elective (see Table 1Lb)	5/6
	Elective (see Table 1Lb)	5/6
Q3/Q4 or Upon return (UT)		
201400018 (Q3)	Master class BA	5
194100040	Master Thesis BA	25
Total EC		60/61

Table 1Lb: Electives MSc-MIMM (LUT) double degree programme

Course code	Course name	EC
Q2	Choose 2 of the following Q2 courses:	
201800525	I&E Study EIT	6
192320501	E-Commerce**	5
202600178	Supply Chain Management and Innovation	5
201800227	Human Centered Design***	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

***The Teaching and Assessment regulations of the EER for the MSc programme Interaction Technology are applicable

Table 1Lc: Curriculum for UT students going to LUT for MSc-MIMM double degree in September 2027 / LUT students coming to UT in February 2026⁷
The diploma supplement that students receive upon completion of the programme will state the specialisation: 'Strategic Marketing & Servitisation'.

Course code	Course name	EC
Q3		
202600157	Business Valuation & Corporate Governance	5
202600177	Advanced Topics in Digital Marketing	5
202600170	Global Strategy and Business Development	5
Q4		
202600156	Qualitative Research and Business Skills	2.5
202600328	Quantitative and Design Methods in Business Research	2.5
201500101	Master Thesis BA Research Proposal	10

⁷ For UT students who start in September 2024 and go to LUT in January 2024, distance exams will be arranged.

Q1 (Upon return UT)		
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5
202600175	B2B Marketing	5
202600158	Smart Industry	5
Q2		
201500102	Master Thesis BA Research Project	15
Total EC		60

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.⁸

Table 1Ma: **Joint education programme** Digital Marketing (start Sept 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				
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202500002	Critical Reflection on COM*	5	Q1	COM
202600340	Data Science 4ALL**	5	Q1	BA
202600157	Business Valuation & Corporate Governance	5	Q2	BA
202600177	Advanced Topics in Digital Marketing	5	Q3	BA
202600283	Societal Challenges	10	Q3&Q4	COM
202600156	Qualitative Research and Business Skills	2.5	Q4	BA
202600328	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 EC⁹				
Choose 2:				
202500005	Data-driven Design for Strategic Communication *	5	Q2	COM
202600154	The Post-Truth Society *	5	Q2	COM
202600178	Supply Chain Management and Innovation	5	Q2	BA
Choose 1:				
202600170	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	Future of Work*	5	Q4	COM
202500012	Digital Life Unpacked*	5	Q4	COM
Choose 1:				
202600158	Smart Industry	5	Q1	BA
202600175	B2B Marketing	5	Q1	BA
202500003	Visual Communication and Corporate Branding Strategies*	5	Q1	COM

⁸ 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 [webpage](#) for up-to-date admission requirements for all applicants.

⁹ In the elective space, students should choose at least one elective from BA and one elective from 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 2027)				
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
202600340	Data Science 4ALL**	5	Q3	BA
202600177	Advanced Topics in Digital Marketing	5	Q3	BA
202600156	Qualitative Research and Business Skills	2.5	Q4	BA
202600328	Quantitative and Design Methods	2.5	Q4	BA
202600155	Entrepreneurial Leadership & Responsible Organisational Design	5	Q1	BA
202600283	Societal Challenges	10	Q1&Q2	COM
202600157	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 EC¹⁰				
Choose 2:				
202500010	Consumer Psychology, Marketing, and Behavioural Change*	5	Q4	COM
202500011	Future of Work*	5	Q4	COM
202500012	Digital Life Unpacked*	5	Q4	COM
Choose 1:				
202600158	Smart Industry	5	Q1	BA
202600175	B2B 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
202600154	The Post-Truth Society *	5	Q2	COM
202600178	Supply Chain Management and Innovation	5	Q2	BA
Choose 1:				
202600170	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

¹⁰ In the elective space, students should choose at least one elective from BA and one elective from COM