

UNIVERSITÄT LEIPZIG

# MBA in Small and Medium-Sized Enterprise Development



small enterprise promotion + training

INTERNATIONAL FOCUS  
STRONG PRACTICAL ORIENTATION  
EXPANDING KNOWLEDGE ON SMES



**The SEPT's MBA is an accredited program.**

The MBA in Small and Medium-Sized Enterprise Development of the University of Leipzig received in 2006 the full accreditation of the Hannover Central Evaluation and Accreditation Agency (ZEvA), which watches over the quality and improvement of academic programs in universities. ZEvA is a member of ENQA, the European Association for Quality Assurance in Higher Education.

In 2008, the international SEPT MBA Program was awarded with a special distinction in the contest "Quality Label for the Top 10 International Master Study Programmes in German Universities" of the German Academic Exchange Service (DAAD) and the Stifterverband für die Deutsche Wissenschaft (Foundation for the German Sciences).

**DAAD**

Deutscher Akademischer Austausch Dienst  
German Academic Exchange Service

The international SEPT program is supported by  
the German Academic Exchange Service (DAAD)

# FROM OUR DIRECTOR



In almost every country in the world, the largest part of revenue and employment is generated by Small and Medium-Sized Enterprises (SMEs). Paradoxically, the attention of most business authors and university programs has been predominantly directed to the big corporations, their special issues and insights.

In SEPT, we are convinced that the future of our economies relies on the SMEs. For this reason, we have developed a program dedicated to conveying theoretical knowledge, application-oriented findings and practice-relevant experience with regard to the management, promotion and development of small and medium-sized enterprises (SMEs).

Special issues addressed are the identification of innovation possibilities inside SMEs, their growth potentials as well as new concepts for promoting them and generating positive multiplier effects on their business environments.

SEPT is an international program where people from all nationalities are welcome. Currently we are expanding to other countries in order to meet the local demand for SME development offering a high quality MBA on this subject. This way, more people are benefiting from our courses.

I want to invite you to learn more about our program through these pages, and hope to account on you as a possible candidate of our Master's program.

Kind regards from Leipzig,

Dr. Utz Dornberger  
Director of the International SEPT Program  
University of Leipzig



***“In SEPT you have the unique opportunity to learn and participate in a multicultural and multidisciplinary environment and prepare yourself for a successful business career as a consultant, developer or entrepreneur”***

Mrs. Ingrid Fromm  
Honduras  
Master's Alumna and current PhD Candidate of SEPT



# ABOUT US



SEPT is a research and training program at the University of Leipzig dedicated to providing theoretical insight as well as practical experience promoting small and medium-sized enterprises (SMEs).

Due to our location in Germany, we have consistently had the opportunity to learn from successful German small and medium-sized enterprises and to analyze, in detail, their best practices and winning experiences.

These exceptional firms of the “Mittelstand,” as they are called in Germany, are known worldwide for their dynamism and constant innovation. Not surprisingly, many of them have managed to achieve leadership positions in a number of different countries and markets by offering high-value-added products and services.

For these reasons, we have decided to base our program on the patterns of the outstanding German Mittelstand. Our main goal is to transmit this knowledge to firms and institutions from all over the world in order to implement winning strategies to successfully promote SMEs.

## **SEPT offers:**

- A MBA in Small and Medium-Sized Enterprise Development
- A PhD Program
- International short-term training courses for entrepreneurs, managers and institutional decision and policy makers
- Special services for Small and Medium-Sized Enterprises (SMEs)

# THE SEPT MBA AT A GLANCE



Our international MBA program in Small and Medium-sized Enterprise Development is a research as well as a practice-oriented postgraduate program at the University of Leipzig, Germany.

The two-year study program focuses predominantly on economic issues encompassing different concepts, approaches and aspects, ranging from supporting small businesses coping with survival up to promoting innovative, dynamic enterprises which can deal with intelligent decision-making tools and methodologies.

Special issues addressed are the identification of innovation possibilities inside SMEs, their growth potentials as well as new concepts for promoting them and generating positive multiplier effects on their business environments. Moreover, socio-economic and political considerations such as securing employment and generating income for the majority of the population are also part of the program.

This approach facilitates qualified training for upcoming professionals and members of staff from institutions who already hold a degree and have some practical experience in working with/in SMEs.

Additionally, the course enables participants to work as multipliers in decision-making positions, provide support to small and medium-sized businesses as well as to promote innovative entrepreneurs. The whole program is taught in English.



### **Faculty**

Our MBA Program is taught by a combination of full-time resident university lecturers and visiting lecturers.

The main purpose of our MBA is to offer a practical approach that comes as close to reality as possible. Therefore, over 60% of our faculty consists of consultants and experts, who are active in every one of the subjects that are part of the program.



## CURRICULUM

Our MBA is a four-term course that comprises two terms of formal tuition and training at the University (2 semesters), the possibility of a practical training/internship in relevant institutions in Germany or elsewhere in Europe, a research project in (preferably) the participant's home country and a finishing term at the university which covers the Master Thesis preparation and its respective colloquiums and follow-ups.

### **Tuition**

The study content (delivered mainly within the first 2 semesters at the university) is taught in modules. The term module refers to a combination of lessons that are stretched over a certain time and connected by methods and content. Modules will be respectively assessed by a written exam, an essay, an oral examination or a project's report.



### **Program Flexibility**

During the second semester, students can choose 2 of the 3 modules according to their own interests. In doing this, students can put emphasis and concentrate on the subjects they prefer. Participating in other courses without taking the respective examinations is always possible.

### **Close to Reality**

For those students interested in gaining insight into institutions or firms dedicated to the promotion and development of small and medium sized enterprises in Europe, our curriculum provides for the possibility that an internship/practical training in Germany or Europe might be recognized as one of the elective modules. In addition to the courses, a one-week excursion to business promotion and development cooperation institutions in Germany will take place at the beginning of the 2nd semester.



### **Research and Master's Thesis**

Students finish the program with a Master's thesis, which is based on a research an investigation in one of the most relevant topics of SME development. A member of our faculty serves as thesis' supervisor and helps to maintain rigor and continuity during the whole process.

Every participant will carry out his/her research project in conjunction with an adequate institution in the selected field at the student's home country. During this time, the data collection takes place.

Back in Germany for the last semester, the students will evaluate, present and discuss their research results. At the end of this process, they will hand in their master thesis documenting their research results.

## First Semester

Compulsory

### Module 101 Development Economics

- Lecture series: SME Promotion in a Globalized World
- Theories of Development Economics
- Reading Course on Development Economics
- Field trip – Visit to German development and business promotion institutions

### Module 102 Entrepreneurship Management

- Idea Management
- Developing a Business Plan
- Market research
- Marketing and Distribution

- Financial Planning
- Business Simulation Game

### Module 103 New Discourses of SME Promotion

- Innovation and Technology Promotion
- Value Chain Analysis and Promotion
- Cluster Promotions
- Social Capital
- Local and Regional Economic Development
- Reading Course on New Discourses of SME Promotion

## Second Semester

Elective

### Module 201 Management of Innovative Services

- Service Nature
- Strategic Management in Services
- Innovation and Quality Management in Services
- Tools for Innovation Management in Services
- Service Marketing

### Module 202 Marketing in SMEs

- Marketing in SMEs with special focus on Price policy and Communication Policy
- International Marketing and Export Management
- Distribution Management

- Theory of Internationalization of Firms

### Module 203 SME Finance

- Introduction to Financial systems
- Financial Instruments for SMEs (Venture Capital, Microfinance and others)
- Financial Planning
- Company Evaluation and Rating

### Module 204 Competence Development in SMEs

- Human Resource Management
- Knowledge Management
- Competence Development
- Introduction to Vocational Training

Compulsory

### Module 205 Data Analysis and Project Management

- Data collection and data analysis
- Project Management
- Questionnaire Design

## Third Semester

Compulsory

- Field research

## Fourth Semester

Compulsory

### Module 401 SEPT Colloquium

- Presentation and Communication Techniques
- Colloquium: Individual Presentation of Field Research Results
- Team Management

# APPLICANT'S PROFILE

The ideal candidate for the SEPT's MBA should be well qualified academically and have relevant professional experience.

## General Requirements:

- A university degree, at least on a Bachelor level (minimum of a four-year program) from a reputable university
- Broad knowledge of economic issues
- At least two years of relevant career experience in this field
- Fluent spoken and written English (proved by TOEFL, IELTS or a similar certificate)

The total number of full-time students accepted each year is 25. Out of this number, approximately 90% come from outside Germany.

In each course, we normally have students from many different countries in Asia, Latin America, Africa and Europe. In this way, classes and discussions add an interesting dimension, since all students have different backgrounds and have gained different experiences from which all other participants can learn and profit.



***"Thanks to the tools and qualifications that I got in SEPT I had the confidence for beginning my own consultancy business"***

Mrs. Nguyen Thi Thanh Tam  
Master's Alumna and  
Director of Hanoi IEC Ltd Co Vietnam

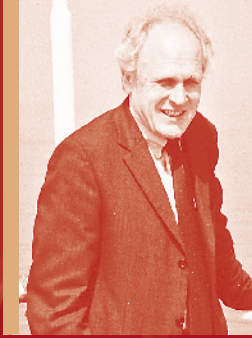


## BUILDING UP NETWORKS:

### **Getting in Touch with the World.**

Sometimes it does not matter who you are but whom you know in life. For that reason we believe it is very important to offer our students the possibility to accelerate the building of their own personal networks while receiving excellent instruction.

In addition to a multicultural atmosphere that is an every day reality in the class room, students have the possibility to get in touch with renowned institutions. At the beginning of the second semester we go on a field trip in which we are guest of the most important institutions in the field of SME promotion in Germany. Furthermore, students have the possibility to do internships at these and other relevant institutions which will be accepted and graded as part of the MBA.



***“SEPT has achieved the goal of offering a mature program in SME development, which attends the actual necessities of this sector all around the globe.”***

Prof. Dr. Robert Kappel  
Head of the GIGA Hamburg  
Germany

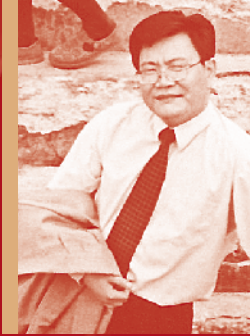
Similarly, during the field research period, students have the possibility to work side by side with institutions in their home countries as well as to get to know firms during their interviews.

Finally, in November 2003 SEPT founded the Small Enterprise Promotion Network (SEPneT), which consists of more than 200 experts from over 70 countries specialized in SME issues.



SEPneT is an active alumni network that brings together internationally oriented scholars, experts and practitioners from a wide range of countries, academic fields and areas of professional expertise related to SMEs. Having studied in Germany, its members share a common scientific interest and professional know-how in all SME-related areas including SME promotion, SME management, international marketing and vocational training.

The alumni actualize their knowledge and find new professional opportunities in the international workshops that SEPneT periodically organizes.



***“SEPT is the answer for those SMEs that want to succeed facing the big challenges of globalization”***

Dr. Zhenjing Li  
Institute of Economic System and Management  
National Development and Reform Commission  
China and Master's Alumnus.



# INTERNATIONAL PRESENCE



SEPT is a highly internationalized supplier of different training and re-training programs for postgraduate students, junior experts, officials, institutional decision-makers and firm executives. With close networking and over 10 years of experience in educating professionals on SME-related fields, our operations abroad have been growing continuously, particularly in the fields of innovation management, SME promotion, internationalization of SMEs and consultancy.

Our MBA in SME development is also being taught in Vietnam in close cooperation between the University of Leipzig and the Center for Research and Consulting on Management (CRC) of the Hanoi University of Technology. Short-term training courses on innovation management and internationalization of firms with over 100 hours of presence training and coaching of resulting projects are a widely demanded service in emerging and developing economies. Our experts' teams, whose members have studied in Germany, carry up-to-date knowledge and tools for enterprises, governmental organizations and other stakeholders involved in SMEs development.

Our training programs can be designed and customized on demand. Yet three characteristics are standard in our offer: state-of-the-art knowledge, market-oriented approach and a careful combination of practice and theory. Oriented to produce ready-to-apply outcomes, the programs are completed with concrete projects and plans created by the participants.

Intensive research activities and cooperation with relevant partners nurture knowledge generation and upgrades in each area where SEPT is present.

# STUDYING IN LEIPZIG

Founded in 1409 as the second university in Germany, the University of Leipzig has always committed itself to the principle of *universitas litterarum*. More than 190 disciplines are taught in its 14 faculties and 150 departments.

Both the University and the City of Leipzig are examples of a successful merging of tradition and innovation, thus making Leipzig an attractive place to live and study in.

Leipzig was the trade fair and industrial center of the former German Democratic Republic, and the place where, in the wake of 1989, the revolution against the socialist tyranny began, which ultimately led to the fall of “the wall”.

Nowadays, Leipzig is one of the most dynamic economies in the region. It is still host of a very active trade fair and has attracted to its district renowned international firms such as Porsche, BMW, and DHL, just to mention some of them.





Apart from its economic importance, Leipzig is very proud of its modernist-styled architecture and its scientific and cultural life and flair which is represented by its many institutes, universities, research centers, theaters, concert halls, and opera.



Attracted by its atmosphere and variety, many important personalities came to reside in Leipzig across the centuries. Among them figure J. Sebastian Bach, who composed most of his works in the Thomas Church; J.W. von Goethe, who began his studies of law at the University of Leipzig, and was inspired by the former student club "Auerbachs Keller" for one chapter of his magnificent book 'Faust'; Friedrich Nietzsche also studied for several years at our university; Werner Heisenberg, Nathan Söderblom and Wilhelm Ostwald all laureated with the Nobel Prize were professors at our university.



## APPLICATION PROCESS

Application-forms are available on our web-site or directly at our offices. The duly completed application-form has to be sent directly to the SEPT Program along with the following documents:

- Application's essay (1 page) describing your personal motivation, merits and visions for being part of the program
- Comprehensive curriculum vitae
- Certificates (officially authenticated copies, an officially authenticated translation into English or German, and, if applicable, accompanied by an explanation of the grading system)
- Schoolleaving certificate giving right of entry to higher education in the home country
- All university diplomas and degree certificates indicating the final grades
- Certificates of English proficiency, i.e. TEOFL, IELTS or similar
- Record of professional employment/practical work experience
- 2 Letters of recommendation
- Letter of confirmation of scholarship-donor, if applicable, or status of application procedure (i.e. copy of a letter of application)
- For more information, please visit: [www.sept.uni-leipzig.de](http://www.sept.uni-leipzig.de)





### **Deadlines**

Completed applications should be submitted to the SEPT Program before April 15th for beginning tuition on October 1st of the same year.

### **Fees**

The cost for the SEPT MBA is EUR 4,000 in total; payable in four instalments of EUR 1,000 prior to the beginning of the first, the second, the third and the fourth term.

Please note that books and individual study materials are not included in the fees. Please calculate living expenses of about EUR 500 per month (including health insurance) and the different trips from and to your home-country (take into account the stay and trips for the research semester).

Applicants are required to provide evidence of adequate financial means to pay fees and support themselves during the SEPT program as specified on the application form.

### **Scholarship Possibilities**

SEPT has a keen interest in attracting a student body composed of talented individuals from around the globe. For this reason we have direct contacts to some scholarship providers such as DAAD for qualified applicants.

To learn more about the sponsorship possibilities at SEPT visit the MBA section of our web-site at [www.sept.uni-leipzig.de](http://www.sept.uni-leipzig.de). Please, take into account that deadlines are different for scholarships' applicants.



For further information and questions regarding our program,  
please do not hesitate to contact us:

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Fotos:

S. 2, li.: Neues Rathaus, Randy Kühn

S. 17, kl. Foto: Schwanenteich an der Neuen Oper, Sylvia Dorn