

INTERNATIONAL FOCUS

STRONG PRACTICAL ORIENTATION

EXPANDING KNOWLEDGE ON SMES

**MBA IN SMALL  
AND MEDIUM-SIZED  
ENTERPRISE DEVELOPMENT**



### **The SEPT MBA is an accredited program.**

The SEPT MBA is an accredited program. It has received full accreditation by 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 Programs in German Universities“ of the German Academic Exchange Service (DAAD) and the Stifterverband für die Deutsche Wissenschaft (Founders’ Association for German Science).

**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 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. Special issues addressed are the identification of innovation possibilities inside SMEs, their growth and internationalization potentials as well as new concepts for promoting them and generating positive multiplier effects on their business environments. The SEPT MBA is an international program where people from all nationalities are welcome.

In SEPT, we are convinced that universities play a very important role in the creation and the growth of innovative SMEs. For this reason, we would like to invite professionals from all over the world to cooperate with us in stimulating an effective environment for the sustainable growth of innovative SMEs. Only by creating strong international networks between higher education institutions, private companies, and economic promotion agencies we will be able to make a step forward in implementing a sustainable economy.

I would like 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,

Prof. Dr. Utz Dornberger  
Director of the International SEPT Competence Center  
Leipzig University



*“I decided to study at SEPT since the study environment consists of international professionals and entrepreneurs. Also, given the fact that SEPT also trains students in analytic skills, implement different kinds of research methodology, and how to present it in a structured and logic way, which has allowed me to further advance in my career”*

Evi Mariana, MBA  
Senior Program Manager at Project Child Indonesia  
Researcher at Bern University of Applied Science



# ABOUT US

SEPT is a research and training program at Leipzig University 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:**

- MBA in Small and Medium-Sized Enterprise Development
- PhD Program focusing on Innovation, Entrepreneurship and Internationalization in SMEs
- Entrepreneurship promotion of students, researchers and alumni in the frame of the Self-Management Initiative Leipzig (SMILE)
- Worldwide intelligence for innovation (iN4iN) network, which offers specialized training and consultancy services for Higher Educations Institutions and SMEs in the fields of innovation management, entrepreneurship promotion, and the strengthening of university-business linkages
- The FIT4export program, which offers advanced trainings, coaching and consulting for start-ups and SMEs interested in internationalization and exploring foreign markets

# 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 Leipzig University, 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, a significant number 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 lectures, seminar and workshop 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 4 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 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 discussing their research findings.

## First Semester

Compulsory

### Module 101 Foundations in Economics and Development

- Development Economics
- Reading course on Economics
- Excursion to German companies and institutions of development cooperation

### Module 102 Entrepreneurship Management

- Business Model Development
- Business Plan
- Business Simulation Game

- Entrepreneurship Management
- Presentation Techniques

### Module 103 Strategies for the Development of Small and Medium-sized Enterprises

- Innovation and Technology Promotion
- Value Chain Analysis
- Internationalization of SMEs
- Local and Regional Economic Development
- Social Capital

## Second Semester

2 of 5

### Module 201 Innovation Management in Small and Medium-sized Enterprises

- Strategic Innovation Management
- Quality Management
- Tools for Innovation Management
- Innovation Systems

### Module 202 Marketing in Small and Medium-sized Enterprises

- Marketing in SMEs
- International Marketing
- Market Research

### Module 203 SME Finance

- Introduction to Financial Systems
- Financial Instruments for SMEs
- Financial Planning

### Module 204 Competence Development in SMEs

- Leadership
- Knowledge Management
- Competence Development
- Organizational Learning

### Module 205 Internship

- Minimum of 6 weeks

Compulsory

### Module 205 Research Methodology and Project Management

- Research Methodology and Research Design
- Data Analysis and Presentation
- Project Management

## Third Semester

Compulsory

### Module 301 Research Project

- Field research

## Fourth Semester

Compulsory

### Module 401 SEPT Colloquium

- Business Communication
- SEPT Colloquium
- Advanced Data Analysis
- Master Thesis

# 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 around 30. 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 benefit.



*“SEPT with its focus on SME development is not a traditional MBA program where the focus is usually on corporate management and large-sized enterprises. Therefore, I applied in order to learn business skills that are applicable to what I would use in my country, namely in the context of SMEs. Later, during my studies I realized that the program is practical and academic at the same time, giving us the valuable opportunity to conduct a thorough research which is usually not the case in traditional MBAs.”*

Farkhad Djabbarov, MBA.  
Founder of ProBiz Steps Consultancy in Uzbekistan  
Director of Hanoi IEC Ltd Co Vietnam

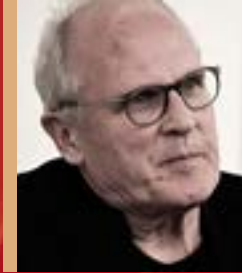


## BUILDING UP NETWORKS:

### **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 opportunity 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  
Former Director of  
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 675 alumni from over 80 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 innovation.

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

*“The knowledge and experience that I have gained through SEPT’s seminars, workshops, consulting and research activities on innovation, entrepreneurship and international development, the continuing exposure to real case studies analysis, and the opportunity to attend classes with lecturers, experts and researchers from different organizations and academic and professional backgrounds, has allowed me to tailor my research skills and social and cultural competences, and have provided me with valuable insights and tools transferable to my activities as a lecturer and consultant”*



Durdana Prado, MBA  
Directorate General for Planning  
and Participatory Evaluation at  
the Ministry of Planning and Ci-  
tizen Participation in Jalisco  
Lecturer at Universidad de  
Guadalajara, Mexico



# INTERNATIONAL PRESENCE

SEPT is a highly internationalized supplier of different training programs for postgraduate students, junior experts, officials, institutional decision-makers and firm executives. Our operations abroad have been growing continuously, particularly in the fields of innovation management, entrepreneurship promotion, and internationalization of SMEs during the last 20 years.



Short-term training courses on innovation management and internationalization of firms 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.

We also offer our SEPT MBA course in Vietnam as a double-degree program in cooperation with Hanoi University of Science and Technology as well as with the German Vietnamese University in Ho Chi Minh City.

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 Leipzig University 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 Leipzig University, 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 website 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 (2 pages) 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)
- School leaving 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)
- APS certificate (applicants from China, Mongolia and Vietnam)
- 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 March 15th for beginning tuition on October 1st of the same year.

## **Fees**

The cost for the SEPT MBA is EUR 6,000 in total; payable in four instalments of EUR 1,500 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 850 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 website 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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Layout und Herstellung: ● wpunkt w 2017/2020