



Steinbeis University Berlin
The new approach
to corporate and personal success



Qualified for the challenges of the future

Employee development has long since been recognized as a “key production factor”. But companies are not just looking for qualified staff. They want motivated staff who enjoy learning from their work. Aware of this, Steinbeis University Berlin’s degree programs and training are aimed at providing excellence, tailored to the needs and entrepreneurial spirit of our customers.

Our Project Competence Degree Programs (the Steinbeis MBA, MBE and BBA) conform to the highest academic standards. Their aim is to dovetail theory with practice and thus provide companies and their staff with “qualification tools”. We achieve this transfer, and the blending of academic science with commercial know-how, by linking study to company projects. Students are asked to carry out a project in their place of work, mentored by university staff. Students and companies benefit equally from this process. Our Training Programs in management and technology are targeted at specialists and managers who are keen to keep pace with the latest trends.

Some 500 students are currently registered on university programs. They are taught by 300 lecturers at 19 Steinbeis Transfer Institutes. Each Institute is managed as a “company within a company” and holds responsibility for the standards and quality of its offerings. This approach ensures high levels of effectiveness and efficiency with strong synergies.



Innovation and tradition play an increasingly central role in training and employee development. Today’s Master’s and Bachelor programs at Steinbeis University Berlin are setting new European standards and have long stood shoulder-to-shoulder with some of the most sought-after American MBA programs. Moreover, by focusing on the requirements of management whether at home or in other countries and by integrating project competence with practical experience, they provide inestimable potential for added value.

Prof. Dr. Dr. h.c. Johann Löhn

President of the Steinbeis University Berlin
Chairman of the Board of Directors of the Steinbeis Foundation
Government Commissioner for Technology Transfer

Steinbeis University Berlin



Steinbeis University Berlin (SHB) is a state-approved university based in Berlin. Its aim is to foster knowledge transfer between academia and industry, thus enabling students and companies to generate tangible opportunities in international markets.

SHB, one of Germany's largest privately funded universities, is free from state subventions and has been offering degree programs and training since 1998. Drawing on its own network of Transfer Institutes, it is recognized for its forward-looking approach and innovative services. Ninety percent of participants and companies rate the course philosophy of training linked with development as "good" or even "excellent".

The University is directed by its President, Prof. Dr. Dr. h.c. Johann Löhn, who is also Chairman of the Board of the Steinbeis Foundation. He is assisted by the University Council which comprises representatives from industry, the academic world and politics. The university is managed by the Steinbeis-Hochschule Berlin GmbH, a wholly-owned subsidiary of the Steinbeis Foundation.



Shaping the careers of tomorrow's managers

Industry is crying out for specialists and managers with academic training, vocational skills and practical work experience. Steinbeis University Berlin's combination of study, on-the-job training and its Project Competence Program, yields an ideal blend of management capabilities, business skills and technical know-how.

The **Project Competence Program** is based on a "dual" training system whereby students select a specialist area to study in parallel with their work. This enables them to focus their training on a specific area, and acquire the right skills for their sector. The Steinbeis MBE, with its emphasis on general management and information technology, has already become established as a ideal tool for "kick-starting" the careers of up-and-coming managers.

The Steinbeis MBA program is aimed at current and future managers who already have some work experience behind them. It usually takes two years to complete and offers a variety of topics tailored specifically to different sectors of industry. For example, the Media MBA is centered on the media industry, the Small to Medium-Sized Enterprise MBA on SMEs and the International MBA on entering international markets. The General MBA focuses on business expansion and is targeted at future management. The MBA degree program also encompasses Healthcare Industries, Business Excellence, Consulting and Financial Service Industries.



The Steinbeis BBA is a degree program for people in employment and is attracting an increasing number of specialists from a variety of sectors who seek a boost to their careers. The customized BBA program encompasses the Media BBA, Social BBA, SME BBA and Economic BBA.

The Steinbeis **Training Program** has now been extended to include a variety of new management topics and technologies. On completion, course participants receive a university certificate.

Everybody completing a SHB course knows it is an ideal opportunity to give fresh impetus to their career and open new doors to senior management or self-employment.



The concept underlying SHB courses is to bring theory and practice under one roof.

Degree programs SteinbeisMBA

Master of Business Administration



Der MedienMBA



InternationalMBA

Each institute has a website where you will also find detailed information on our Master's and Bachelor **Project Competence Program**.

General Media Management

A specialist Media MBA to groom general managers for the media industry. There are three main strands to the course: General Management, Media Management and Leadership.

Aimed at: Managers and media industry specialists working on in-house projects
Duration: 24 months
Qualification: Master of Business Administration (MBA) in Media Management

Steinbeis Transfer Institute Media Management

Director: Dipl.-Betw. (BA) Carsten Rasner

www.stw.de/stz/405.htm

Globalisation Management

This Project Competence Program focuses on entering international markets. The program is run in conjunction with foreign partners.

Aimed at: Foreign managers (eg executives from China, Brazil) and German SMEs
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Business Administration and International Entrepreneurship

Director: Prof. Dr. Werner G. Faix

www.stw.de/stz/407.htm



KMUMBA



GeneralMBA

SME Management

This Project Competence Program is targeted at entrepreneurs in employment wishing to develop strategic and management skills. By allowing them to apply tried and tested methods to business practice the course provides participants with a comprehensive overview of key aspects of modern management.

Aimed at: Entrepreneurs and managers, especially working at an SME on an in-house project
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Administration in Entrepreneurial Management

Directors: Dipl.-Ing. (BA) Walter Beck, MBA
Dipl.-Ing. (FH) Rainer Gehrung

www.stw.de/stz/406.htm

Growth Management

This Project Competence Program focuses on business expansion. Qualifications are gained as part of a work project covering all key areas of business competence. Participants can also gain qualifications in additional disciplines with certified seminars in areas such as Public and Architecture Management or Internet and New Media Management.

Aimed at: Postgraduates, companies
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Business Administration and International Entrepreneurship

Director: Prof. Dr. Werner G. Faix

www.stw.de/stz/407.htm



ExcellenceMBA

Business Excellence Management

Targeted at people in employment, this Project Competence Program provides students with the tools to create and implement a permanent management culture based on values that are the outcome of management excellence.

Aimed at: Managers working on an in-house project
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Business Excellence

Director: Prof. Dr. Jürgen P. Bläsing

www.stw.de/stz/652.htm

ConsultingMBA

Consulting

Targeted at people in employment, the aim of this Project Competence Program is to empower participants to manage consulting assignments with innovative strategic models, and provide a comprehensive range of know-how.

Aimed at: Consultants
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Professional Services

Director: Dipl.-Betw. (BA) Carsten Rasner

www.stw.de/stz/679.htm



HealthcareMBA

Healthcare Industries

Targeted at people in employment, this Project Competence Program focuses on management processes and practice across a variety of different markets. As well as looking at out-patient markets and clinics it takes an international overview of industry and research.

Aimed at: Managers, mid-career managers, also graduates who have yet to gain work experience
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Healthcare Industries

Directors: Prof. Dr. Michael M. Brucksch
Prof. Dr. med. Marc O. Schurr

www.stw.de/stz/628.htm

FinanceMBA

Financial Service Industries

Targeted at people in employment, the aim of this Project Competence Program is to enable participants to master the financial aspects of management by using innovative strategic models and a comprehensive range of know-how.

Aimed at: Managers working on an in-house project
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Professional Services

Director: Dipl.-Betw. (BA) Carsten Rasner

www.stw.de/stz/679.htm



SocialIMBA

Social Management

Targeted at people in employment, this Project Competence Program provides students with the qualifications to adopt a problem-solving approach to key issues. It focuses on methodological skills and the know-how for putting theory into practice in the field of healthcare and social services.

Aimed at: Managers in healthcare and social services
Duration: 24 months
Qualification: Master of Business Administration (MBA)

Steinbeis Transfer Institute Management in Health and Social Administrations

Director: Prof. Dr. Peter Dohm

www.stw.de/stz/599.htm

Degree program
SteinbeisMBE
 Master of Business and
 Engineering



General Management

This Project Competence Program prepares students for their future role in management through seminars at the Steinbeis University and international partner universities. They work in parallel on an innovation project within their company.

Aimed at: Graduates, companies providing projects
Duration: 12 months
Qualification: Master of Business and Engineering (MBE)

**Steinbeis Transfer Institute
 Business and Engineering**

Directors: Dipl.-Ing. (BA) Walter Beck, MBA
 Dipl.-Ing. (FH) Rainer Gehrung

www.stw.de/stz/404.htm

Degree program
SteinbeisBBA
 Bachelor of Business
 Administration



KMUBBA

Targeted at people in employment, the focus of this Project Competence Program is the transfer of insights from the academic world into management practice. This course is offered in association with the Swiss Research Institute of Small Business at the University of St Gallen.

Aimed at: Non-graduate entrepreneurs and managers
Duration: 3 years
Qualification: Bachelor of Business Administration (BBA)

**Steinbeis Transfer Institute
 Management and Technology**

Directors: Dipl.-Ing. (BA) Walter Beck, MBA
 Dipl.-Ing. (FH) Peter Schupp

www.stw.de/stz/596.htm



SocialBBA

Targeted at people in employment, the focus of this Project Competence Program is the transfer of insights from the academic world to vocational practice in the health and social services.

Aimed at: Specialists and managers in healthcare and social services including teachers in the caring professions
Duration: 3 years
Qualification: Bachelor of Business Administration (BBA)

**Steinbeis Transfer Institute
 Management in Health and Social Administrations**

Director: Prof. Dr. Peter Dohm

www.stw.de/stz/599.htm



Information Technology

This Project Competence Program prepares students for their future role in management through seminars at the Steinbeis University and at international partner universities. In parallel, they work on an innovation project within their company.

Aimed at: Graduates, companies providing projects
Duration: 12 months
Qualification: Master of Business and Engineering (MBE)

**Steinbeis Transfer Institute
 Business and Engineering**

Directors: Dipl.-Ing. (BA) Walter Beck, MBA
 Dipl.-Ing. (FH) Rainer Gehrung

www.stw.de/stz/404.htm



EconomicBBA

Targeted at people in employment, the thrust of this Project Competence Program is to provide students with the instruments to manage a small or medium-sized business profitably, creatively and with a focus on the future. Simultaneously they are taught to apply new insights from the academic world to problems at work.

Aimed at: Specialists and managers from the handcraft industry, trade, manufacturing, banking and insurance
Duration: 3 years
Qualification: Bachelor of Business Administration (BBA)

**Steinbeis Transfer Institute
 Management and Business**

Directors: Prof. Dr. Peter Dohm
 Birgit Gaida

www.stw.de/stz/638.htm



Der MedienBBA

The Media BBA is an undergraduate course providing media experts and future managers with a thorough grounding in media issues. Students have a choice of in-depth disciplines: "media economics", "media and marketing" or "eBusiness". The Bachelor degree can be used as a stepping stone to the Media MBA.

Aimed at: Specialists and managers in the media industry
Duration: 3 years
Qualification: Bachelor of Business Administration (BBA)

**Steinbeis Transfer Institute
 Media Management**

Director: Dipl.-Betw. (BA) Carsten Rasner

www.stw.de/stz/405.htm

Specialist know-how in management and new technologies

	Focus:	Aimed at: Duration:	Steinbeis Transfer Institute
Management and Innovation	The development of innovative concepts for implementing process-oriented management systems; sharing conclusions in courses and seminars	Management and project managers with management skills in a variety of fields 4 months, in parallel with employment	Management & Innovation Directors: Dipl.-Ing. (FH) Jürgen G. Kerner Dipl.-Ing. (FH) Bernd Kentner www.stw.de/stz/409.htm
St. Gallen Management Seminar	A series of seminar modules focusing on the needs of business alongside work experience; management, business administration, markets and technology	Entrepreneurs and senior managers in small to medium-sized enterprises 10 months, parallel to employment	Systemic Qualification Directors: Dipl.-Soz.Päd. Patricia Kuppinger-Beck Dipl.-Ing. (BA) Walter Beck, MBA www.stw.de/stz/569.htm
European Model for Excellence	Creation of knowledge-based management systems with a series of seminars tailored to the needs of participants. International certificates are awarded on completion of the program	Managers and specialists from companies in all sectors of industry, including healthcare and social services Seminars last from one to several days	Business Excellence Director: Prof. Dr.-Ing. Jürgen P. Bläsing www.stw.de/stz/652.htm
eBusiness Bachelor of Science in Business Studies	Strategy and marketing, project management, supply chain management, fundamentals of IT, law and tax regulations in eBusiness	Specialists and managers from industry and public administration 6 months parallel to employment	eBusiness & Management Directors: Prof. Dr. Dr. Jürgen Plaschke Prof. Dr. Werner Sauter
Certified eLearning Manager	eTrainer: Tutoring and moderation with eLearning eLearning Producer: Authors and producers of WBT eLearning Consultant: Design and control	Tutors and Trainer 2 months with 2 days' attendance eLearning parallel to employment Authors and producers of WBT 2 months with 2 days' attendance eLearning parallel to employment Personnel development specialists and trainers 2 months with 2 days' attendance eLearning parallel to employment	www.stw.de/stz/608.htm
Business Mediation	Conflict management, management, law	Managers from industry, the financial sector, public administration, the legal profession and psychology 6 months in parallel with employment	Communication and Business Mediation Director: Dipl.-Wirt.-Ing. (FH) Thomas Haberbosch
Rating-Advisor	Models to demonstrate the effects of hard and soft facts, rating systems and evaluation models; attracting investment; Basel II	Managers at medium-sized specialist traders and futures managers 12 months in parallel with employment	www.stw.de/stz/619.htm
Know-how and Technology	Comprehensive training program focusing on technology; a sector-specific update on technology ("refresher")	Managers, engineers, technicians Two courses lasting 2 days over 2 months	Know-how + Technology Director: Dipl.-Ing. (FH) Wolfgang Müller www.stw.de/stz/663.htm
Personal Management and Organization	Specialist seminars covering: managing documentation, project management, routines, personal management, goals	Specialists and managers from industry and public administration Seminars from one up to several days	Personal Management and Organization Director: Corinna Katzmaier www.stw.de/stz/676.htm
Steinbeis Technology Seminar	The fundamentals of applications in key technologies; representing and translating strategies into business practice	Specialists and managers from industry 10 courses lasting 10 days spaced out over 10 months	Technology and Innovation Director: Prof. Dr.-Ing. Sylvia Rohr www.stw.de/stz/697.htm

“KIRA”: Germany’s first children’s radio station



Two-thirds of all children would like to have their own radio station



Small, clever, somewhat cheeky and with large ears: the KIRA mascot is a fennec fox from the desert called KIRA

Our society and the markets of tomorrow will be dictated by the children of today. To satisfy their requirements, Steinbeis University Berlin students from the “class of 2000” came up with a concept for one of the most prestigious companies ever created by the Media MBA program: “KIRA”, a new radio station for the children of Germany.

For their degree project, a variety of media experts put their heads together to create a concept targeted at the needs of a specific market. They then systematically went about implementing it. The result: a non-profit radio channel scheduled to go on air across Germany in 2005. Broadcasting without any advertising, from 6am to 9pm every day from Berlin and other cities, KIRA will start with analogue broadcasts before moving onto digital medium wave. The radio station is targeted at more than 8 million children between the ages of 3 and 13 years. It will play a variety of types of music, put on interesting and educative radio plays, broadcast advice and talks by experts on school and family, road safety, language development, general knowledge, sports, health and nutrition. And it will be fun!

KIRA will also integrate aspects of working life, an area often overlooked at school and in children’s upbringing. The schedule will include features designed to create early interest among young people in science and technology, taking responsibility, being independent, managing money, being entrepreneurial, devel-

oping a thirst for knowledge – the very things that interest Steinbeis!

Another first will come between 9pm and midnight when the schedule will turn to adults, providing them with a direct line to other parents for discussing problems, experiences, ideas and advice.

KIRA will be set up as a charitable organization in the form of a public liability company funded by donations, sponsorship, subscriptions, and money from local communities, federal states, the government and the EU.

The founders, who include radio journalist, producer and sociologist Thomas Röhlinger, have already set up a network of important contacts via the Steinbeis Institute at SHB. One of these is DaimlerChrysler tv.media, whose managing director, Dr Ulrich Fieger, will bring his experience and contacts at this leading global company, as well as his own expertise as a psychologist and children’s media specialist. The founders hope to bring on board other partners in the Steinbeis Network to join the Steinbeis Institute as the founding patron.

In the summer of 2003 project managers will start making official public announcements. If you are interested in contributing ideas and suggestions you can contact Thomas Röhlinger, MBA, by email: troehlinger@kira-radio.de

Securing the future by securing resources

Carsten Schlenker, an Alfred Kärcher GmbH & Co. KG management assistant on the "Growth Management" MBA Program, was charged with a project as part of a human resources development scheme. At stake: the company's future.

For Kärcher, the competitive edge of the company and its future road to success is paved with appropriate levels of efficiency and cost control – and the right resources. Despite the overall state of the economy, management decided to forge ahead with expansion plans at their production facilities in north Italy. An interdisciplinary project team was formed and briefed to introduce new production and storage areas, under the overall departmental management of PCF Production. The company handed over responsibility for the team to a participant on the MBA degree program.

At the start of 2001, Kärcher appointed Carsten Schlenker to his new role as project manager. His responsibilities included coordination, planning the interface between each specialist department and the on-site architect's office. He also took over a number of sub-projects such as a situational analysis for PCF Production. The project was approved by company management in February 2001. In June 2001, the company turned the first sod. The first construction phase was completed as early as December 2001. By August 2002 the company was ready to move into the new factory – within schedule and under budget.



In the meantime, Schlenker continued his studies on the MBA course, expanding his methodological skills and complementing his experience with theory. Perhaps most importantly, however, the course provided him with a forum for exchanging views with lecturers and other students.

The Kärcher site in Volpiano now covers an area of 16,000 m². The previous production area was expanded from 4500 m² to 7100 m². At 6750 m², the storage area has nearly doubled. With as much as 10,000 m² floor space still available for expansion, the company also has enough room for future expansion in PCF Production.



The production hall
at the new Kärcher factory in Volpiano (Italy)

Two graduates report back on their experiences



"I first came into contact with EVA AG when I was working on my diploma thesis as part of my electro-technology degree into engineering. I then joined the EVO trainee program in combination with the MBA course at Steinbeis University Berlin. I wanted to gain insights into different areas within the company and gain responsibility for inter-departmental projects.

My first degree exposed me to a range of complex technical issues but I soon realized it was going to implement projects and solve business problems I would need to understand other methods and instruments. The MBA degree allowed me to familiarize myself with the management techniques I would need and apply them directly to my work.

I'm working on a variety of projects on the introduction of Asset Management at EVO so it's an ideal opportunity to put what I've learned into practice. I think working on projects within the company and implementing them as part of the seminars is a really good way to give students a practical focus and boost competencies."

As Dipl.-Ing. (FH) Alexander Huck says himself, completing his MBA studies has put him in an ideal position to take on future responsibilities at Energieversorgung Offenbach (EVO) AG, Offenbach/Main.

Dipl.-Betriebswirtin (BA) Tina-Chantal Pauthner, MBA, is also successfully applying her learning at BVS Blechtechnik GmbH, Böblingen.

"Although I already had some knowledge of business theory from my first degree in insurance at the University of Cooperative Education, I decided to do the 'Growth Management' General MBA at SHB to consolidate my knowledge. The combination between theory and business practice was ideal, just like my first degree. It meant I was able to gain new skills while still working and implement what I was learning at the workplace. Another crucial factor for me was that I wasn't just given specialist training, it also provided personal development – there was a real emphasis on management skills.

Looking back, doing the MBA was the right decision. I started exploring different avenues in order to find solutions with the best fit for the company, even if it meant wandering away from the theory book. BVS GmbH gave me the leeway and responsibility for my own decisions. They invested a lot of trust in me. I think this route has been beneficial to both parties: over the two years I was doing my project I got to analyze the company and its business environment from top to bottom – its strengths and weaknesses, the competition, markets, the competition – and this formed the basis of my work on the business strategy.

My findings are already being used and the new strategy is in the implementation phase. I'm now working on a permanent contract as Marketing Manager responsible for Marketing/Corporate Communications."

“Planning means leaving nothing to chance!”

In a joint research project between Hummel-Formen and specialists from SHB, a team analyzed, optimized and reorganized production planning. The aim was to introduce an Advanced Planning System (APS).

The project became the responsibility of the company's technical director, Dipl.-Ing. (FH) Eugen Kübler, one of 34 students on the 2002 KMUMBA course. During his Master's Thesis studies he found that for production planning to succeed, the company would have to completely reorganize internal processes and align them to product hierarchies. Inevitably, this would entail changes in every department before tendering to customers: Sales making initial calculations and defining the component category or subcategory; the “Construction” department then working out the detailed make-up of each module; Production using this to work out production costs



and timings for each module and item, so as to give this information back to Sales who would calculate precise product costings for tendering to customers.

For this to be implemented, the company would have to:

- take into account the whole company's available resources
- link all planning processes, and implement targeted improvements in punctuality, throughput and capacity utilization
- no longer base the use of resources on immediate factors, rather take the whole company infrastructure into account
- make 100% use of resources during bottlenecks, as this dictates the maximum output of the overall system.

Research findings on this third generation planning system could also provide Hummel-Formen with an objective basis upon which to review existing reward and bonus schemes.

New concept for a nursing home



As part of the Project Competence program, Sigrid Baierlein (a self-employed trainer/consultant) and Peter Kieni (Home Director) analyzed, projected and planned the building of a new nursing home.

Sigrid Baierlein's first task was to analyze Swiss policies for the elderly on a national, regional and municipal level within Kloten. She identified a growing tendency for the elderly to put off going into care until they become incapable of carrying out domestic and family chores. Clearly, the “Im Spitz” nursing home was no longer in tune with the times. To “re-build” the home they would have to completely reorganize structures. Peter Kieni worked on tasks such as the business logic of core processes, future resident demands, construction factors and operating structures, and budgets and financial control.

There is unanimous agreement in the project team that the content of the BBA and the theoretical grounding given in each subject were a major help and will be of continuing use during the implementation phase.

A car bumper in production

The University Council

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