

Sample SOP for MBA in Germany: Career Switch

Applicant profile: Priya Nambiar, 5 years in IT services delivery, pivoting to product strategy

Sample motivation letter of about 700 words for a German MBA programme (abridged)

Subject: Motivation letter for the MBA programme, intake as advertised

Five years of delivering software for other companies has taught me how products are built and how rarely the builders decide what gets built. I am applying to your MBA programme to move from delivery into the decisions.

At a mid-sized IT services firm I progressed from developer to delivery lead, managing a team of eleven across two client accounts in logistics and retail. My clearest result came from a client's warehouse management rollout that had slipped twice before I inherited it. I renegotiated the scope into three releases, cut the first release to the two features the client's operations team actually used daily and delivered it in nine weeks. The remaining scope followed within the year, and the account renewed at a larger value.

That project changed my ambition. The reason the rollout had failed twice was not technical. Nobody had asked which features carried the client's business case, and nobody on our side was expected to. I began sitting in on pre-sales conversations, learned to read the client's cost structure and started proposing scope rather than estimating it. That work has no title at my current firm, which is the honest reason I am applying now.

Leadership for me has meant holding a team together through a client's uncertainty. When one account paused spending for a quarter, I redeployed six engineers into an internal accelerator project rather than lose them, and argued the case to my management with a cost comparison rather than sentiment. All six stayed with the firm.

My computer science degree explains how I think and does not explain how I want to work next. The programme's product management and strategy electives, the digital transformation focus and the international consulting project are the three components I evaluated most closely, and they map directly onto the gap I have described.

Germany matters for the pivot. European logistics and mobility companies are rebuilding their digital operations now, and they need people who understand both the delivery reality and the commercial argument. That intersection is where I intend to work, and it is more concentrated here than anywhere I could reach from my current position.

My short-term goal is a product manager role with a European logistics technology firm. Longer term I intend to lead a product organisation, ideally in a company that sells to operations teams rather than to technologists. I bring delivery credibility, a client-facing record and a specific reason for being in the room. I hope to bring them to your programme.

All names, institutions and companies in this document are fictional. Sample for structure and style reference only. Do not copy verbatim into a live application.