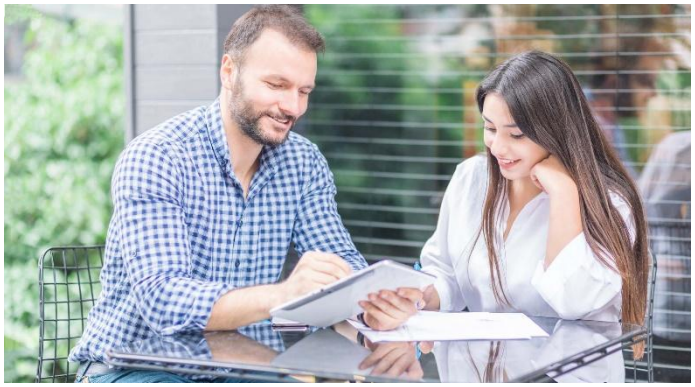
Hochschule Harz

Harz University of Applied Sciences

Module Handbook

Business Consulting (M.A.)

Expected to be valid from summer semester 2026



Harz University of Applied Sciences

Faculty of Business Studies

Updated: 17.11.2025
Subject to change

Preliminary Notes

Details on the course of the degree programme can be found in the curriculum of the respective **study regulations**. The study regulations themselves are binding and no claims can be asserted based on information in the module handbook.

This module handbook applies to **all study options**.

Instructors can be found in the current lecture plan.

In the event that **literature citations** do not specify the year and/or issue, the current issue is implied.

In order to participate in a module, the **prerequisites for participation** of all respective units must be met.

The ECTS credits of a module are granted once all **sub-sections** of the module have been completed.

Exam rules (such as exam forms and grading) can be found in the respective **examination regulations**.

Learning Outcomes

The Master's program Business Consulting qualifies specialists and managers in the field of business consulting services, including in internationally oriented companies. By combining scientific approaches and tools from the fields of business management and business psychology with a system-oriented view of management consulting, graduates are able to independently analyze business problems, develop goal-oriented solutions, and prepare them for consultation and implementation with clients. They are also able to independently manage consulting projects in diverse teams and take on leadership responsibilities.

In detail, the following competences are acquired:

Business Management Competence

Graduates include current scientific approaches to management, control and organisation of companies in their consultancy work. In particular, they analyse the current state of companies on the basis of key performance indicators and process mapping. They develop strategies independently and use current business management instruments in order to introduce or optimise target processes for the implementation of corporate goals. Thereby they initiate and support digital transformation and change processes competently – if required with the involvement of IT experts. They appropriately incorporate legal and ethical aspects into decisions and the implementation of projects.

Business Psychology Competence:

Graduates incorporate psychological factors of human behaviour in interview and negotiation situations in a purposeful and responsible manner. On the basis of their knowledge of complex problem-solving, they anticipate the consequences of cooperative and competitive decisions and recognise potential for integrative solutions. They make forecasts on the basis of prescriptive and descriptive decision models, and master central strategies of rational and intuitive decision-making.

Methodological Competence:

Graduates have adopted a holistic approach to business consulting, they work at the interface of different academic disciplines and functional areas. They select research methods of quantitative and qualitative research in accordance with specific contexts. They plan, assess and implement independently empirical-scientific projects including the associated data collection, data processing, evaluation and reporting in order to work on consulting issues. They model and analyse interlinked problems, subject areas and tasks, and derive suitable individual measures therefrom. In doing so, they assess the impact of the measures in the overall system, recognise side effects and make success controls.

Communicative Competence:

Graduates provide customer- and solution-oriented advice using appropriate dialogue techniques. They understand facts from the customer’s perspective in order to achieve sustainable solutions. They systematically guide groups of decision-makers through coordination and decision-making processes in moderated sessions. They recognise typical decision-making patterns and therefore attentively prevent decision-making errors. They conceptualise, lead and document workshops in a target-oriented manner, also in interdisciplinary and international settings. They interpret data and results of a more complex nature appropriately and present them to decision-makers and customers on a scientifically sound basis.

Intercultural Competence:

Graduates operate with a high degree of confidence in intercultural environments and communicate at a high level of English. They integrate a diverse workforce into collaborative processes, taking cultural characteristics into account, and develop the performance capabilities of diverse teams. In doing so, they not only adapt to their environment, but are also able to communicate effectively and in a culturally sensitive manner, resolve conflicts, and build relationships. In globally active organisations in particular, they also gain access to the latest scientific findings from intercultural management and diversity research and apply these findings.

International Competence / Practical Competence / Startup Competence for students with Elective Semester

Depending on the individual design of the third semester, graduates gain additional subject knowledge and expand their competences through a semester abroad, a work placement or a startup semester.

Graduates further develop their language skills and intercultural abilities during a study semester at a foreign university.

Alternatively, they acquire various professional competences through everyday work in a company by linking the knowledge acquired during their studies with the tasks and requirements in practice in a context-specific and results-oriented manner.

In case of a startup semester, graduates acquire in-depth business management competences, particularly in the areas of entrepreneurship and intrapreneurship, as well as teamwork. They also expand their methodological and communication skills with regard to generating and implementing ideas.

Business Consulting (M.A.)

3 semesters

Semester 1

Semester 2

Semester 1-3

Semester 3

Business Consulting (M.A.)

4 semesters with Elective Semester

Semester 1

Semester 2

Semester 3

Semester 1-4

Semester 4

Module	Consulting Experience and Practice
Module Number	644
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Consulting in Practice - Unit 2: Lecture Series Consulting
Contact Hours per Week (CH)	5
Teaching and Learning Forms	2 CH Seminar 3 CH Project Work / Case Studies
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 70 hours - Self-study: 80 hours
Module Responsibility	Programme Coordinator
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement is carried out at unit level and is described in more detail there. They are included in the module grade with the following weighting: - Unit 1: 100 % - Unit 2: 0 %

Unit 1	Consulting in Practice
Unit Number	558
Exam Number	558
Contact Hours per Week (CH)	4
Teaching and Learning Forms	1 CH Seminar 3 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	None
Content	This course deals with real-life situations that are typical in everyday consulting work with clients and colleagues. The main course component is a three-day case study-based simulation. The simulation deals with current problems in a practical way, for example the consideration of sustainability aspects in the context of managing and running a business. Students are split into teams so that every student works as a member of one of multiple student consulting teams.
Target Competencies	Prior to the simulation, students attend introductory lectures by representatives from consulting practice and compile a consulting manual. With the help of these and other course lectures, students learn how to plan a consulting project - from acquisition (pitch) to the final meeting (close). Students also learn which consulting methods and tools (for example, analysis and diagnostic methods) can be deployed in each phase. In the case study-based simulation, students apply the consulting methods and tools to relevant issues in a situational manner. In self-organised teams, they identify problems and develop solutions. They describe their proposed solutions in reports to the clients' senior management (executive papers) and present them to their clients in simulated Board meetings. Besides these technical competencies, the case study work is designed so that students learn to organize themselves as a group of consultants and work together with clients. Students acquire the competencies to better understand and deal with conflict situations in a structured manner, even under time pressure. For this purpose, the students receive their individual behavioural preference profile as well the profiles of their respective

Unit 1	Consulting in Practice
	consulting team in a one-day workshop with an executive leadership trainer. At the same time, students consolidate and deepen fundamentals relevant to the English language as well as technical termini. In summary, students gain important hands-on practical consulting experience in a protected environment and train their technical as well as their soft skills and language skills. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The form of examination is the project work.
Basic Literature	Cope M.: The Seven C's of Consulting, 3rd edition, 2010, London. Cottrell S.: Critical Thinking Skills: Developing Effective Analysis and Argument, 3rd edition, 2017, London. Evans V.: Key Strategy Tools, 2013, London. Fisher A.: The Logic of Real Arguments, 2nd edition, 2004, Cambridge. Management Consultancies Association: The official graduate career guide to Management Consultancy,29th edition, 2016/17, London. Minto B: The Pyramid Principle, Logic in Writing and Thinking, 4th edition, 2009, London. Fisher R./Ury W.: Getting to Yes – Negotiating an agreement without giving in, 2012, New York. Van den Berg, G./Pietersma P.: Key Management Models, 3rd edition, 2015, London. Vullings R./Heleven M.: 27 Creativity & Innovation Techniques explained, slideshare.net (accessed, April 2020).

Unit 2	Lecture Series Consulting
Unit Number	942
Exam Number	942
Contact Hours per Week (CH)	1
Teaching and Learning Forms	Seminar
Language	English
Prerequisites for Participation	None
Content	In this unit, consultant practitioners, some of whom are graduates of the programme, will present current consulting issues from a scientific and/or practical perspective. In particular, aspects of sustainability consulting, digitalization and corporate responsibility, which are currently increasingly reflected in business consulting, will be included here. In addition, the speakers will shed light on their own career paths and the opportunities available to graduates of the program in their respective companies, and in some cases offer company contacts.
Target Competencies	Students are familiar with selected areas of consulting, current issues in theory and practice, and the importance of networks. They are also able to assess possible areas of employment for graduates and career opportunities in consulting practice. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The form of examination is the project work.
Basic Literature	E Additional literature will be announced during the courses, if necessary.

Module	Analysing Complex Systems
Module Number	645
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Cost Benefit Analysis - Unit 2: Complex Problem Solving and Cross-Linked Thinking
Contact Hours per Week (CH)	4
Teaching and Learning Forms	Seminar
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievements for this module are carried out at unit level and are described in more detail there. They are included in the module grade with the following weighting: - Unit 1: 50 % - Unit 2: 50 %

Unit 1	Cost Benefit Analysis
Unit Number	910
Exam Number	910
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Seminar
Language	English
Prerequisites for Participation	This module requires basic knowledge of statistics, financial mathematics, microeconomics, business administration, and strategic management.
Content	Preparation of cost-benefit analyses - General characteristics of cost-benefit analyses - Benefits and costs from a theoretical perspective - Sub-steps of a CBA CBA in practical use (case studies), for example: assessment of environmental damage, economic assessment of human life, intergenerational evaluation
Target Competencies	Students are familiar with the structure of complex cost-benefit analyses and related methods and can apply them independently to specific tasks. This also applies to the individual instruments (e.g., probabilities, discounting, monetization, weighting) used in such mixed methods approaches.. In addition, they are able to explain the prerequisites, limitations, and results of such analyses to clients in an understandable manner and discuss them with professionals and experts at an academic level. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the presentation.

Unit 1	Cost Benefit Analysis
Basic Literature	Greenberg, David H.; Vining, Aidan R.; Weimer, David Leo; Boardman, Anthony E. (2006, 3rd edition): Cost Benefit Analysis, Concepts and Practice, Prentice Hall Westermann, G. (2021, 2nd ed.): Kosten-Nutzen-Analyse Einführung und Fallstudien, Erich Schmidt Verlag, Berlin

Unit 2	Complex Problem Solving and Cross-Linked Thinking
Unit Number	957
Exam Number	957
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Seminar
Language	English
Prerequisites for Participation	Knowledge of moderation techniques and analytical thinking skills are desirable
Content	Characteristics and requirements of complex systems Sustainable handling of complex systems Problem-solving steps in dealing with complexity Modeling and analysis of networked systems Forecasts, derivation of possible decisions, side effect analysis Success and effect control and rolling approach Process planning and conception of problem-solving workshops
Target Competencies	Students are able to recognise complex systems, determine their characteristics, and accordingly select the appropriate methods from the arsenal of "networked thinking" and "complex problem solving" and apply them in a way that is adapted to the current problem. They can model and analyse interconnected relationships in a single-case study. They understand how to derive possible measures, assess their impact on the overall system, and identify side effects and know how to handle this succesfully. They objectively monitor success and other effects. They know how to structure trainings for complex problem-solving. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the project work.

Unit 2	Complex Problem Solving and Cross-Linked Thinking
Basic Literature	Dörner, Dietrich (1996). The logic of failure : why things go wrong and what we can do to make them right ; EST: Logik des Misslingens <engl.>, New York: Metropolitan Books Schaub, H. (1997). Decision making in complex situations: Cognitive and motivational limitations. In: R. Flin, E. Salas, M.E. Strub & L. Martin, (Eds.). Decision Making Under Stress. Emerging Themes and Applications. Aldershot: Ashgate, 291-300. Starker, U., Müller, J. (2022). Complex Problem-Solving in Coaching. In: Greif, S., Möller, H., Scholl, W., Passmore, J., Müller, F. (eds) International Handbook of Evidence-Based Coaching. Springer, Cham. https://doi.org/10.1007/978-3-030-81938-5_17 Starker, U., Guess, D. (2018). Anger, Fun, Fear and Trust: emotional adaptivity and sustainable CPS (Complex Problem Solving). In J. Hartig und H. Horz: Psychologie gestaltet. 51. Kongress der deutschen Gesellschaft für Psychologie. Lengerich: Pabst. Von der Weth, R, Grabot, Bernard,: Advances in production management systems: innovative and knowledge-based production management in a global-local world: IFIP WG 5.7 International Conference, APMS 2014, Ajaccio, France, September 20-24, 2014, Proceedings. Part I. Heidelberg, ISBN 978-3-662-44739-0.

Module	Strategy and Innovation
Module Number	646
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Contemporary Strategy Analysis - Unit 2: Strategy Consulting Simulation - Unit 3: Digital Business Models and Innovation
Contact Hours per Week (CH)	6
ECTS Credit Points	7,5
Workload	225 hours - Attendance time in courses: 84 hours - Self-study: 141 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	Unit 1 and 2: The examination and course achievement is carried out at module level. The primary form of examination is the project work. Unit 3: The examination and course achievement is carried out at unit level and is described in more detail there. The examination and course achievements for this module are carried out at unit level and are described in more detail there. They are included in the module grade with the following weighting: - Unit 1 and 2: 60 % - Unit 3: 40 %

Unit 1	Contemporary Strategy Analysis
Unit Number	953
Exam Number	958
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Seminar
Language	English
Prerequisites for Participation	Management Fundamentals
Content	The Concept of Strategy Goals, Values, and Performance Industry and Competitive Analysis Analysing Resources and Capabilities The Sources and Dimensions of Competitive Advantage Industry Evolution and Strategic Change Managing Innovation by Business Model Development Vertical Integration and Diversification Strategy Current Trends in Strategic Management Case Study Analysis
Target Competencies	The students appraise and develop: - the concept of strategy and performance analysis - industry and competitive analysis - value chain, resource, and capabilities analysis - the sources and dimensions of competitive advantage - the dynamics of industries and strategic change - managing innovation and business models - corporate strategy and the scope of the firm The students acquire the capabilities: - to capture the complexity of strategy development - to assess the industry and competitive context - to critically reflect and use the tools of strategy analysis - to manage the conflict between strategic continuity and strategic change (i.e., strategic innovation management) - to manage the corporate portfolio This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas:

Unit 1	Contemporary Strategy Analysis
	- Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the project work.
Basic Literature	Grant, R.M. (2024): Contemporary Strategy Analysis, 12th edition, John Wiley & Sons Tidd, J. and Bessant, J. (2024): Managing Innovation, 8th edition, John Wiley & Sons

Module	Advanded Research Methods
Module Number	647
Exam Number	218
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Qualitative Methods - Unit 2: Quantitative Methods
Contact Hours per Week (CH)	4
Teaching and Learning Forms	2 CH Seminar 2 CH Project Work / Case Studies
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Module Responsibility	Prof. Dr. Alena Bleicher, Prof. Dr. Arne Johannssen
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	Students will become familiar with so called qualitative and quantitative research approaches and methods in empirical research in social sciences. This module thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement for this module is carried out at module level. The primary form of examination is the project work.

Unit 1	Qualitative Methods
Unit Number	219
Exam Number	218
Course Frequency	Summer Semester
Duration	1 Semester
Contact Hours per Week (CH)	2
Teaching and Learning Forms	1 CH Seminar 1 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	Basics of statistics
Content	Students are familiarised with the interpretative-reconstructive research approach of empirical social research. Teaching content is largely based on English-language scientific publications. Teaching contents are: - Epistemological foundations of the interpretative-reconstructive paradigm of empirical social research. - Case construction and sampling in qualitative social research. - Data sources of qualitative research. - Methods of data collection (e.g. narrative interviews, focus group interviews, observation). - Methods of data analysis (e.g. qualitative content analysis). - Technical tools and methodological approaches to data collection, processing and analysis (e.g. transcription methods, software for transcription and qualitative data analysis). - Quality criteria of qualitative research.
Target Competencies	The students understand the approach of empirical reconstructive, qualitative social research. They are able to construct a case and select data in order to answer a research question in the interpretive paradigm. Furthermore, they acquire skills to collect data e.g. by carrying out semi-structured interviews and to prepare these data for analysis (e.g. transcription). They are able to apply a method of qualitative data analysis and interpretation. The students know technical tools that support data collection, processing, analysis and evaluation. They know the quality criteria of qualitative social research and how to apply them.

Unit 1	Qualitative Methods
	This unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Belk, Russell W.; Fischer, Eileen; Kozinets, Robert V. (2013): Qualitative Consumer & Marketing Research. Los Angeles: Sage. Berenson, M. L.; Levine, D. M.; Szabat, K. A.; Stephan, D. (2020): Basic Business Statistics: Concepts and Applications. Pearson. Fahrmeier, L., Heumann, C.; Künstler, R.; Pigeot, I.; Tutz, G. (2016): Statistik (8. Auflage). Berlin: Springer. Flick, Uwe; Kardorff, Ernst von; Steinke, Ines (Hg.) (2010): A companion to qualitative research. Repr. London: Sage. Kuckartz, Udo (2014): Qualitative text analysis. A guide to methods, practice & using software. Los Angeles: Sage. McClave, J. T.; Benson P. G.; Sincich, T.: Statistics for business and economics, Thirteenth edition, global edition. Harlow; Munich: Pearson, 2018. Przyborski, Aglaja; Wohlrab-Sahr, Monika (2008): Qualitative Sozialforschung. Ein Arbeitsbuch. 1. Aufl. München: Oldenburg. Studenmund, A. H.: Using Econometrics -- A Practical Guide, 7th ed. Boston: Pearson, 2016.

Unit 2	Quantitative Methods
Unit Number	220
Exam Number	218
Course Frequency	Summer Semester
Duration	1 Semester
Contact Hours per Week (CH)	2
Teaching and Learning Forms	1 CH Seminar 1 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	Basics of statistics
Content	The course deals with the formulation of statistical hypothesis tests and the in-depth analysis of the linear model. Quantitative methods are presented and statistical significance of test decisions will be assessed. State-of-the-Art approaches are critically evaluated and discussed via applied case studies. The course follows a hands-on approach with a focus on implementation, interpretation and validation of statistical results. This is supported by the use of common software packages (such as Excel, R or SPSS). The course content comprises: - Fundamentals of probability theory - Introduction to the formulation of statistical hypothesis tests - Introduction the linear regression model - Quantitative methods in practice: An in-depth discussion on dependencies and causalities
Target Competencies	The central competence goal is the independent evaluation and implementation of statistically based economic decisions. For this purpose, critical statistical thinking and the evaluation of different statistical models and methods are developed. Accompanying project work offers students the opportunity to apply statistical concepts to typical decision-making situations in companies. The business implications of statistical techniques are developed in the course. The students have the opportunity to deepen what they have learned by means of assignments and projects.

Unit 2	Quantitative Methods
	In detail - the formulation of statistical working hypotheses - the selection of suitable statistical models - the independent execution, adaptation and interpretation of hypothesis tests will be developed. Students will be able to critically discuss quantitative dependencies, distinguish them from causalities and identify adequate approaches to solving evaluation problems. This unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Auer, B. R.; Rottmann, H.: Statistik und Ökonometrie für Wirtschaftswissenschaftler, 4. Auflage. Berlin: Springer, (2020) Fahrmeier L.; Heumann C.; Künstler R.; Pigeot I.; Tutz G. (2016): Statistik (8. Auflage). Berlin: Springer McClave, J. T.; Benson, P. G.; Sincich, T.: Statistics for business and economics, Thirteenth edition, global edition. Harlow; Munich: Pearson, 2018. Studenmund, A. H.: Using Econometrics -- A Practical Guide, 7th ed. Boston: Pearson, 2016.

Module	Decision Making and Communication
Module Number	648
Course Frequency	Winter Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Communication Skills for Consultants - Unit 2: Decision Models
Contact Hours per Week (CH)	4
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level.
Examination and Course Achievement	The examination and course achievements for this module are carried out at unit level and are described in more detail there. They are included in the module grade with the following weighting: - Unit 1: 0 % - Unit 2: 100 %

Unit 1	Communication Skills for Consultants
Unit Number	985
Exam Number	985
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Exercises
Language	English
Prerequisites for Participation	None
Content	The unit covers the most important interpersonal aspects of consulting. In addition to the basics, it focuses in particular on presentation techniques, negotiation tactics, and moderation skills, e.g., in workshops. Specific communication techniques such as systemic questions or NLP techniques can also be addressed. The unit also addresses aspects of media-mediated consultant communication, such as the specifics of video conferencing using tools such as MS Teams or Zoom.
Target Competencies	Participants in the unit will be able to: - Critically reflect on their communication behavior and that of their team members and develop it in a targeted manner. - Conduct negotiations effectively within the framework of consulting projects and lead them to positive results. - Moderate workshops in a targeted and professional manner. - Give presentations confidently and professionally in all phases of a consulting project. - Assess the specifics of a digital consulting industry and adapt their behavior accordingly with confidence. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following area: Communication and cooperation
Examination and Course Achievement	The primary form of examination is the presentation.
Basic Literature	Cialdini, R. B. (2021). *Influence: The psychology of persuasion*. New York: Harper Business. Fisher, R., & Ury, W. (1991). *Getting to yes: Negotiating agreement without giving in*. Boston/New York: Houghton Mifflin. Kaner, S. (2014). *Facilitator's guide to participatory decision-making* (3rd ed.). San Francisco: Jossey-Bass.

Unit 1	Communication Skills for Consultants
	Minto, B. (2009). *The pyramid principle: Logic in writing and thinking*. Harlow: Pearson. Schein, E. H. (2018). *Humble consulting: How to provide real help faster*. Oakland: Berrett-Koehler.

Module	Consulting HRM and Organisation
Module Number	649
Exam Number	649
Course Frequency	Winter Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Organisational Consulting - Unit 2: HRM Consulting
Contact Hours per Week (CH)	4
Teaching and Learning Forms	1,5 CH Seminar 1 CH Exercises 1,5 CH Project Work / Case Studies
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement for this module is carried out at module level.

Unit 1	Organisational Consulting
Unit Number	940
Exam Number	649
Contact Hours per Week (CH)	2
Teaching and Learning Forms	0,5 CH Seminar 0,5 CH Exercises 1 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	Participants should already have acquired basic knowledge of fundamental organisational concepts. This can have been gained either in academic courses (e.g., “Organisational Theory”) during a bachelor's degree programme or through practical/professional experience.
Content	This unit provides an overview of the process of (re)organising institutions such as companies or administrations. In particular, it teaches how structures and processes can be created in the two phases of “differentiation” and “integration” that correspond to the specific corporate goals (such as quality, customer orientation, efficiency, sustainability) of a consulting client. In addition, a whole range of tools commonly used by consultants are taught and practiced (e.g., task analysis, flowcharts, function diagrams). The specific approach in such consulting projects and possible outcomes are illustrated using case studies.
Target Competencies	Building on their prior knowledge, students significantly expand their understanding of goal-oriented business organisation systems. In particular, they integrate their existing knowledge of the interrelationships between organisational structures and processes into complex consulting situations. To this end, as consultants, they discuss the tools and theoretical contexts of organisational theory with clients and colleagues, critically examine them, and, where appropriate, enrich them with their own scientific ideas. Applying such considerations, they independently design comprehensive consulting projects and implement them professionally. In particular, they recognise and analyse practical and scientific challenges and lead them to customer-oriented solutions, even in conflict-prone constellations. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications

Unit 1	Organisational Consulting
	(HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Hatch, Mary Joe, (2018, 4th ed.): Organization Theory, Oxford University Press Ackroyd, Stephen, (2002): The Organization of Business. Oxford University Press Osterloh, Margit; Frost Jetta; (2006): Prozessmanagement als Kernkompetenz. (5. Auflage). Wiesbaden: Gabler.

Unit 2	HRM Consulting
Unit Number	939
Exam Number	649
Contact Hours per Week (CH)	2
Teaching and Learning Forms	1 CH Seminar 0,5 CH Exercises 0,5 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	Fundamentals of human resource management Knowledge of theoretical approaches used to describe, explain and design the employee-related life cycle within the framework of specific human resource work (planning, recruitment, deployment, retention, redundancy) in the individual areas of work
Content	Students develop typical HR concepts based on sound theoretical knowledge and within the scope of the current range of tasks performed by an internal (HR officer, business partner) or external HR consultant (consultant).
Target Competencies	Students can be employed in internal or external human resources consulting immediately after completing their studies. They define typical problems in human resources work, identify potential HR risks and develop needs-based solutions based on relevant human resources key figures, among other things. Students learn about the range of potential strategic and sustainable HR concepts. The strategic considerations are linked to corresponding key figures from HR controlling, enabling students to identify HR risks and develop appropriate sustainable recommendations for action (descriptive, predictive). This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Green, David, Ferrar, Jonathan: The Value of People Analytics, Kogan Page Ltd, London, NY 2025

Unit 2	HRM Consulting
	Greer, Charles R. (2000): Strategic Human Resource Management: A General Managerial Approach Dowling, P.; et al. (2017): International Human Resource Management. Andover, UK: Cenage Learning EMEA. Mello, Jeffrey A. (2014): Strategic Human Resource Management Noe, Raymond / Hollenbeck, John / Gerhart, Garry / Wiright, Patrick (2025): Human Resource Management: Gaining a Competitive Advantage Ulrich, Dave, Brockbank, Wayne (2025): The HR Value Proposition Bentum, Elisabeth van: HR Risikomanagement – Implikationen für den Employee Lifecycle, Berlin 2023 Bentum, Elisabeth van: Kennzahlengestütztes HR-Risikomanagement; in: Zielgerichtetes Risikomanagement für bessere Unternehmenssteuerung, Berlin 2021 Bentum, Elisabeth van: Strategische Bausteine des Personalmanagements, Berlin 2016 Gleißner, Werner / Romeike, Frank: Praxishandbuch Risikomanagement, Berlin 2015 Gmür, Markus / Thommen, Jean-Paul: Human Resource Management - Strategien und Instrumente für Führungskräfte und das Personalmanagement, Zürich 2007 Meiffert, Matthias T.: Strategisches Talentmanagement, Freiburg 2011 Schulte, Christof – Personalcontrolling mit Kennzahlen, München 2020

Module	Digital Transformation
Module Number	653
Course Frequency	Winter Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Data Analytics and AI in Consulting - Unit 2: Agile Requirements Engineering
Contact Hours per Week (CH)	6
ECTS Credit Points	7,5
Workload	225 hours - Attendance time in courses: 84 hours - Self-study: 141 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level.
Examination and Course Achievement	The examination and course achievements for this module are carried out at unit level and are described in more detail there. They are included in the module grade with the following weighting: - Unit 1: 40 % - Unit 2: 60 %

Unit 2	Agile Requirements Engineering
Unit Numbers	2566 (lecture) and 2567 (lab)
Exam Numbers	2566 (lecture) and 2567 (lab)
Contact Hours per Week (CH)	4
Teaching and Learning Forms	2 CH Seminar 1 CH Exercises 1 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	None
Content	The students participate in the module “Agile Requirements Engineering and Digital Transformation” offered by the Faculty of Automation and Computer Science. Content: Classical Requirements Engineering Agile Manifest and Principles (Software-)Kanban Feature Driven Development Scrum Agile Requirements Engineering Requirements in Teams Agile Portfolio Management and Planning Continuous Development and Improvement Software Product Lines
Target Competencies	Students know the basics and methods of agile (software) development with the focus on requirements engineering as a part of the digital transformation process. In addition, they are able to use techniques and concepts of product line engineering and technical innovation management and integrate them into agile procedure.
Examination and Course Achievement	The examination and course achievements are carried out at unit level with two partial examinations (one graded, one ungraded). The form of examination is specified by the examiners responsible for this course.

Unit 2	Agile Requirements Engineering
Basic Literature	K. Pohl: Requirements Engineering. Fundamentals, Principles, and Techniques. Springer, 2010. Representation of intentions and dependencies Ramsin, R., Paige, R.F., Process-centered review of object- oriented software development methodologies." ACM Computing Surveys, Vol. 40, No. 1 (February), Article 3, pp. 1–89, 2008. Abrahamsson, P., Warsta, J., Siponen, M.T., Ronkainen, J., New directions on agile methods: A comparative analysis." In Proceedings of the International Conference on Software Engineering (ACM/ICSE 2003), pp 244–254, 2003. Beck, K., et al., Manifesto for Agile Software Development. 2001, Available online at: http://agilemanifesto. org (Last visited: 20 September 2020). Snowden, D.J., Boone, M.E., A Leader's Framework for Decision Making. Harvard Business Review, November 2007. Rubin, K.S., Essential Scrum: A Practical Guide to the Most Popular Agile Process, Addison-Wesley, 2012. Schwaber, K., Sutherland, J., The Scrum Guide, Published online at: http://www.scrumguides.org/, July 2013. Agile Alliance, Guide to Agile Practices, Published online at: http://guide.agilealliance.org/). Requirements Practices for Teams, Programs, and the Enterprise, Addison Wesley, 1. edition Sven Apel, Don Batory, Christian Kästner, and Gunter Saake. Feature-Oriented Software Product Lines Concepts and Implementation. Springer, October 2013

Module	Implementing Solutions
Module Number	654
Course Frequency	Winter Semester
Duration	1 Semester
Module Structure	The module consists of the following units: - Unit 1: Corporate Valuation and Performance Management - Unit 2: Evidence-based Change Management
Contact Hours per Week (CH)	4
Teaching and Learning Forms	2 CH Seminar 1 CH Exercises 1 CH Project Work / Case Studies
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievements for this module are carried out at unit level and are described in more detail there. They are included in the module grade with the following weighting: - Unit 1: 50 % - Unit 2: 50 %

Unit 1	Corporate Valuation and Performance Management
Unit Number	920
Exam Number	920
Contact Hours per Week (CH)	2
Teaching and Learning Forms	1 CH Seminar 1 CH Exercises
Language	English
Prerequisites for Participation	Fundamental knowledge of general business administration as well as specific knowledge in the fields of corporate and strategic management, organization, investment and financing analysis, management and financial accounting and controlling
Content	The course links content from various individual disciplines of business administration, such as investment and financing analysis, financial accounting and reporting, taxation, and strategic controlling. Key core areas specifically include: - Fundamentals of Business Valuation - Discounted Cash Flow (DCF) Methods - Capital Asset Pricing Model - Value-Based Performance Measures - Analyses of Value Drivers - Value-Based Management Compensation
Target Competencies	Upon completion of this unit, students will be familiar with the concept of market value of a company as a monetary quantification of a company's future success potential and thus a central target variable of strategic corporate management. They will be able to independently apply the most important valuation methods and adhere to the central principles of business valuation. Furthermore, to support value-based management, students will be able to purposefully utilize, present, discuss, and adequately implement various value-based controlling instruments within a company. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation
Examination and Course Achievement	The primary form of examination is the written examination.

Unit 1	Corporate Valuation and Performance Management
Basic Literature	Brealey, Richard / Myers, Stewart et al: Principles of Corporate Finance: 2025 Release ISE, 15. edition 2025, Verlag: McGraw-Hill Damodaran, Aswath: Investment Valuation, Tools and Techniques for Determining the Value of Any Asset, 4. edition 2025, Wiley Kruschwitz, Lutz / Löffler, Andreas: Stochastic Discounted Cash Flow – A Theory of the Valuation of Firms, 2. edition 2020, Springer open access publication Koller, Tim / Goedhart, Marc / Wessels, David: Valuation: Measuring and managing the value of companies. 8. edition 2025, John Wiley & Sons. Young, S. David / O'Byrne, Stephen F.: EVA and value-based management. New York: McGraw-Hill Professional Publishing.

Unit 2	Evidence-based Change Management
Unit Number	183
Exam Number	183
Contact Hours per Week (CH)	2
Teaching and Learning Forms	1 CH Seminar 1 CH Project Work / Case Studies
Language	English
Prerequisites for Participation	Basic knowledge in: - Leadership and management theory - Organisational development and communication management
Content	Modern approaches and models of change management (e.g. Kotter, McKinsey, Lewin, ADKAR, etc.), methods of evidence-based management (EBM) and their possible areas of application Phases and roles within the change process Analysis of the target state (benefits realization) and necessary resources Preparation of the business case, selection of suitable strategies, measurement and evaluation of the results to be achieved Identification and handling of resistance and barriers (stakeholder analysis, personal preferences, role and influence of culture and leadership) System theoretical foundations and typical causes for the failure of change processes Communicate change effectively and promote it in a targeted manner Group work, case studies and role plays with T&D reference, practical tools Project work in one of the following focus areas: 1. structural change, 2. merger / acquisition, 3. business sustainability, 4. digital transformation.
Target Competencies	Graduates: - recognise the necessity of change management in organisational practice - get to know modern methods and tools of change management - capture, structure and design organisational change projects completely and using professional methods

Unit 2	Evidence-based Change Management
	- understand the roles of the involved internal and external stakeholders, and the value of communication and motivation in implementing change management initiatives - consider the influence of different management styles and organisational cultures - are able to propose appropriate measures in dealing with potential resistance and barriers - have an understanding of the essential characteristics of evidence-based work in change management and can apply them independently This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the project work.
Basic Literature	Burke, W. Warner (2002). Organization change: Theory and practice. California: Sage Publications. Burnes, B., Jackson, P. (2011). Success and failure in organizational change: An exploration of the role of values. Journal of Change Management. 11(2), 133–162. Hiatt, J. M. (2006). ADKAR: A model for change in business, government and our community. [Awareness desire knowledge ability reinforcement]. Loveland, Colo: Prosci Learning Center. Hiatt, J., Creasey, T. J. (2012). Change management: The people side of change. Kotter, J. P. (2012). Leading change. Boston (Massachusetts): Harvard Business Review Press. Kotter, J. P., Rathgeber, H. (2006). Our iceberg is melting: Changing and succeeding under any conditions. New York: St. Martin's Press. Schein, E. H., Schein, P. (2017). Organizational culture and leadership. New Jersey: Wiley.

Module	Research Project
Module Number	669
Exam Number	669
Course Frequency	Winter Semester
Duration	1 Semester
Contact Hours per Week (CH)	None
ECTS Credit Points	5
Workload	150 hours self-study
Language	English
Module Responsibility	Programme Coordinator
Prerequisites for Participation	Experience in economic research, documented by an academic thesis. Fundamentals of qualitative and quantitative research methods in economics.
Content	The module comprises a supervised research project on a selected economic topic. In consultation with their respective supervisors, participants develop a research question relevant to the practice of business consulting, which they answer using a suitable methodology. This can be embedded in a larger research project and/or completed in a research tandem. The output can be a scientific publication, e.g., in the form of a paper or a book chapter, or a contribution to such a publication.
Target Competencies	Participants can transform practical problems in business consulting into answerable economic questions and answer them independently using appropriate methods. They are also able to apply scientific findings they have obtained themselves or that have been published to practical problems in management and organization (evidence-based management). In doing so, they can assess the validity and reliability of contributions, particularly with regard to expert literature. This module unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Use, application and creation of knowledge - Scientific self-perception / professionalism
Examination and Course Achievement	The form of examination is the project work.

Module	Research Project
Basic Literature	Aityan, S. K. (2022). *Business Research Methodology Research Process and Methods*. Cham: Springer. Kieser, A. & Leiner, L. (2009). Why the Rigour–Relevance Gap in Management Research Is Unbridgeable. Journal of Management Studies 46(3): 516-533. Rynes, S. L. & Bartunek, J. M. (2017). *Evidence-Based Management: Foundations, Development, Controversies and Future*. Annu. Rev. Organ. Psychol. Organ. Behav. (4): 235–261.

Module	Consulting Project
Module Number	670
Course Frequency	Summer / Winter Semester
Duration	Course of Study
Module Structure	The module consists of the following units: - Unit 1: Consulting Project Management - Unit 2: Consulting Project Acquisition - Unit 3: Consulting Project Execution
Contact Hours per Week (CH)	6
Teaching and Learning Forms	Project Work / Case Studies
ECTS Credit Points	15
Workload	450 hours - Attendance time in courses: 84 hours - Self-study: 366 hours
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level.
Examination and Course Achievement	Unit 1 and 2: The examination and course achievement is carried out at module level. The primary form of examination is the project work. Unit 3: The examination and course achievement is carried out at unit level and is described in more detail there.

Unit 1	Consulting Project Management
Unit Number	901
Exam Number	945
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Project Work / Case Studies
Language	English
Prerequisites for Participation	None
Content	Definition of Project and Project Management Strategy and Project Selection Defining Projects PMBOK Framework Estimating Time and Costs Project Planning (including WBS, Project Network, etc.) Agile and Adaptive Project Management (SCRUM and related approaches) Risk Management in Projects Scheduling Resources and Costs Project Management with AI and Digital Tools Sustainable Project Management and the Integration of Environmental and Social Responsibility Tracking Projects, Project Controlling and Performance Measurement Project Closure
Target Competencies	Students acquire the ability to plan, execute, and control projects using established and digital project management methods. They develop analytical and decision-making skills for project selection, resource allocation, and risk management. The course fosters competencies in agile and sustainable project management, emphasising ethical responsibility, environmental awareness, and the use of digital tools and AI for effective project execution and evaluation. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas:

Unit 1	Consulting Project Management
	- Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Larson, Erik W.; Gray, Clifford F. (2021): Project Management – The Managerial Process (8th Edition). New York: McGraw-Hill Education. Meskendahl, Sascha; Jonas, Daniel; Kock, Alexander (Eds.) (2022): Project Portfolio Management – Theory, Practice and Trends. London: Routledge. PMI – Project Management Institute (2021): A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and The Standard for Project Management (7th Edition). Newtown Square, PA: Project Management Institute. Kerzner, Harold (2022): Project Management – A Systems Approach to Planning, Scheduling, and Controlling (13th Edition). Hoboken, NJ: Wiley. Marnewick, Carl; Erasmus, Wilfred; Joseph, Ned (2020): The Principles and Practice of Sustainable Project Management. London: Routledge. Garel, Gilles (Ed.) (2023): The Future of Project Management – Digital Transformation and Innovation. Cham: Springer.

Unit 2	Consulting Project Acquisition
Unit Number	902
Exam Number	945
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Project Work / Case Studies
Language	English
Prerequisites for Participation	The course Consulting Project Management or any other Project Management courses
Content	Consulting and project acquisition processes Strategic project planning and selection criteria Market and environmental analysis for project opportunities Stakeholder identification, engagement, and communication management Proposal development and negotiation strategies Ethical and sustainable decision-making in project acquisition Integration of digital tools and data analytics in project selection and client management Risk and feasibility assessment in project acquisition Relationship management and trust-building with clients Performance indicators and success factors for consulting projects
Target Competencies	Students develop advanced competencies in analysing, acquiring, and managing consulting and project opportunities in complex organizational environments. They learn to evaluate markets, stakeholders, and project feasibility using strategic, ethical, and sustainability-oriented criteria. The course strengthens negotiation, communication, and decision-making skills, as well as the ability to apply digital tools and data-driven methods in project acquisition and client relationship management. Once finished, students are able to plan and justify consulting projects strategically, aligning them with organizational goals and sustainable business practices. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas:

Unit 2	Consulting Project Acquisition
	- Use, application and creation of knowledge - Communication and cooperation
Examination and Course Achievement	The examination and course achievement for this unit is carried out at module level and is described in more detail there.
Basic Literature	Larson, Erik W.; Gray, Clifford F. (2021): Project Management – The Managerial Process (8th Edition). New York: McGraw-Hill Education. Meskendahl, Sascha; Jonas, Daniel; Kock, Alexander (Eds.) (2022): Project Portfolio Management – Theory, Practice and Trends. London: Routledge. Koch, Stefan; Kautz, Karlheinz (Eds.) (2020): Project Management and Sustainable Development Principles. Cham: Springer. Turner, J. Rodney (Ed.) (2018): Gower Handbook of Project Management (5th Edition). London: Routledge. Wastian, Monika; Braumandl, Iris; von Rosenstiel, Lutz (Eds.) (2021): Consulting, Coaching und Change Management – Handbuch für die Beratung von Organisationen (3rd Edition). Cham: Springer. Brill, David; Kapsali, Maria (Eds.) (2023): Digital Transformation and Project Management – Strategies for Success in a Digital Era. Cham: Springer.

Unit 3	Consulting Project Execution
Unit Number	946
Exam Number	946
Contact Hours per Week (CH)	2
Teaching and Learning Forms	Project Work / Case Studies
Language	English
Prerequisites for Participation	Successful completion of the units Consulting Project Management and Consulting Project Acquisition
Content	The unit involves the successful implementation of a consulting project within a small group. The consulting team fulfils the services agreed upon in advance with the practice partner (customer). The unit covers all related activities, such as conducting surveys, analyses, workshops, and presentations at and for the practice partner. The largely self-organised teams are supervised by the teacher and coached as needed.
Target Competencies	Participants are able to implement a comprehensive, concrete consulting project as part of a team. In doing so, they can recognise, critically evaluate, and further develop their team and leadership performance. They are also able to implement the required consulting services professionally, flexibly, and in a customer-oriented manner. In addition, participants can critically reflect on their performance, for example in terms of effectiveness and professionalism, and identify areas for improvement. This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Use, application and creation of knowledge - Communication and cooperation
Examination and Course Achievement	The form of examination is the project work.
Basic Literature	Biech, E. (2011). *The business of consulting: The basics and beyond*. Wiley. Block, P. (2012). *Flawless consulting: A guide to getting your expertise used*. Wiley. Katzenbach, J. R., & Smith, D. K. (1993). *The wisdom of teams: Creating the high-performance organization*. Harvard Business School Press.

Module	Elective Course
Course Frequency	Summer Semester
Duration	1 Semester
Contact Hours per Week (CH)	4
ECTS Credit Points	5
Workload	150 hours - Attendance time in courses: 56 hours - Self-study: 94 hours
Language	German or English
Content	Students can choose from the following options: - Foreign language, except English - Course from another Master's programme at Harz University of Applied Sciences The module must be selected from the corresponding range offered by the Faculty of Business Studies. The range of modules on offer will be announced in an appropriate manner. When selecting and determining the elective module, in consultation with the Faculty of Business Studies, it should be noted that participation is only possible subject to the availability of the course in the relevant semester, subject to compatibility with the timetable of the compulsory curriculum and taking into account lower and upper limits on participant numbers.
Target Competencies	Students acquire in-depth knowledge and understanding of specific subjects.

The **module and exam number**, the **teaching and learning forms**, the **prerequisites for participation**, the **examination and course achievement** as well as the **basic literature** are based on the course offered by the Master's programme or institution responsible for that specific course.

Module	Elective Semester
Course Frequency	Summer Semester
Duration	1 Semester
ECTS Credit Points	30
Workload	900 hours
Language	German or English
Module Responsibility	Programme Coordinator
Prerequisites for Participation	There are no special requirements within the normal course of study. Where applicable, the requirements for the chose module can be found in the relevant regulations: **Study Abroad** Ordnung zur Durchführung eines Auslandsstudiensemesters für die Studiengänge des Fachbereichs Wirtschaftswissenschaften **Work Placement** Praktikumsordnung für die Studiengänge des Fachbereichs Wirtschaftswissenschaften
Content	Students can choose between a startup semester, a study abroad or a work placement. The choice must be agreed upon with the programme coordinator in consultation with the Dean's Office before participation and documented in a learning agreement. **Startup Semester** The startup semester comprises activities for preparing and implementing the establishment of a startup company. **Study Abroad** During the study semester abroad, students study at a foreign university. The choice of courses during the study abroad programme depends on the offerings of the respective partner university. The selected courses must be submitted to the programme coordinator in the form of a learning agreement before the start of studies abroad. The programme coordinator may request changes to the course selection if the academic standards of the courses appear questionable. More details can be found in the relevant regulations (Ordnung zur Durchführung eines Auslandsstudiensemesters für die Studiengänge des Fachbereichs Wirtschaftswissenschaften). **Work Placement** During the work placement, students complete an internship in a company. More details can be found in the relevant regulations

Module	Elective Semester
	(Praktikumsordnung für die Studiengänge des Fachbereichs Wirtschaftswissenschaften).
Target Competencies	**Startup Semester** Students know how to prepare and implement the establishment of a startup company. **Study Abroad** Students deepen their language skills and expand on the skills they have already acquired during their studies and gain new knowledge in line with the courses offered abroad. **Work Placement** Students link the knowledge they have acquired during their studies to tasks and requirements in practice and put this knowledge into practice. Depending on the type of internship, students acquire various practical professional skills and are able to critically reflect on and present the results of their internship in a (scientifically structured) practical semester report. This module unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	**Startup Semester** The relevant examination and course achievements are specified in the learning agreement. **Study Abroad** The examination and course achievement is the transcript of records for 20-30 ECTS credit points at the partner university. If fewer than 30 ECTS credit points were obtained at the partner university, a study semester abroad report must also be written (10 credit points). **Work Placement** The examination and course achievements are the written proof of activity or a qualified internship certificate as well as the practical semester report. More details can be found in the relevant regulations (Praktikumsordnung für die Studiengänge des Fachbereichs Wirtschaftswissenschaften).
Basic Literature	The literature depends on the specific design of the module.

Module	Master Final Examination
Module Number	1930
Course Frequency	Summer Semester / Winter Semester
Duration	1 Semester
Module Structure	The Master Final Examination consists of writing a Master Thesis and the Colloquium.
Teaching and Learning Forms	Independent, academic work
ECTS Credit Points	20
Workload	600 hours - Attendance time in courses: 28 hours - Self-study: 572 hours
Module Responsibility	Programme Coordinator
Prerequisites for Participation	In order to be admitted to the Master Final Examination, students must have achieved - at least 30 ECTS credits (three semesters of study) or - at least 60 ECTS credits (four semesters of study) in accordance with the examination regulations.
Content	As part of the master thesis, students independently work on a problem from their field of study on a scientific basis. The results of the thesis are presented and defended in a colloquium.
Target Competencies	Students are able to find solutions to the complex practical and scientific problems addressed in their final thesis through self-directed, constructive and conceptual action. In doing so, they develop appropriate research questions, operationalise them in a well-founded manner and select suitable methodological approaches for the targeted and structured processing of the task at hand. Graduates are able to apply the knowledge and skills acquired during their studies in a targeted manner in their professional practice and are subsequently eligible to pursue a doctorate. They are also able to work independently on a problem in their field of study within a specified period of time on a scientific basis and then discuss their findings with an expert audience and defend their results. This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications

Module	Master Final Examination
	(HQF) at Master level. This applies in particular to the following areas: - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination and course achievements for this module are carried out at unit level and are described in more detail there.

Unit 1	Master Thesis
Unit Number	8000
Exam Number	8000
Teaching and Learning Forms	Independent, academic work
ECTS Credit Points	15
Language	English
Prerequisites for Participation	In order to be admitted to the master thesis, students must have achieved - at least 30 ECTS credits (three semesters of study) or - at least 60 ECTS credits (four semesters of study) in accordance with the examination regulations.
Content	Students write a master thesis. The topic is determined by the primary examiner (usually a professor from the Faculty of Business Studies at Harz University of Applied Sciences) after consultation with the student. Students are supervised by the primary examiner while writing their thesis.
Target Competencies	By writing a master thesis, students demonstrate their ability to independently address a complex, practice-oriented problem from the subject area of their master programme within a specified time frame on a scientific basis and to develop individual solutions through a self-directed, constructive and conceptual approach. It is also possible to write the Master Thesis as part of an integrated internship at a company or external research institute. With regard to complex application- or research-oriented problems, which often have multidisciplinary contexts, students integrate existing knowledge, expand on it on the basis of comprehensive literature research, independently derive relevant research questions and operationalise them in a well-founded manner. They apply their knowledge, understanding and skills in a targeted manner and select appropriate methodological approaches for structured task processing. In doing so, they deal with theories, terminology, definitions, special features, limitations and, where applicable, different academic opinions in the subject area in an in-depth and critical manner, discuss alternative solutions to problems and make appropriate selection decisions in this regard. They critically reflect on the conclusions and results obtained from this against the background of cross-situational conditions and relevant social expectations and consequences.

Unit 1	Master Thesis
	Students present their results in a comprehensible and convincing manner in accordance with recognised and contemporary academic standards for written scientific work. With their master thesis, students fulfil the typical requirements for highly qualified specialists and managers who meet standards such as exceptional professional competence, personal responsibility and innovative ability. With the master thesis, competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level are acquired. This applies in particular to the following areas: - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism Graduates can apply the knowledge and skills acquired during their studies in a targeted manner in their professional practice and are subsequently eligible to pursue a doctorate.
Examination and Course Achievement	The examination requirement is the completion of a written master thesis.
Basic Literature	In order to complete their master thesis, students must conduct independent research, evaluate and process relevant, current literature on their chosen topic. Depending on the chosen topic, specific literature references will be provided by the supervising lecturers as required.

Unit 2	Colloquium
Unit Number	8010
Exam Number	8010
Teaching and Learning Forms	Independent, academic work
ECTS Credit Points	5
Language	English
Prerequisites for Participation	The colloquium can only be held once all other modules of the programme have been passed in accordance with the programme regulations. The assessment process for the written Master's thesis must be completed before the colloquium begins.
Content	In the colloquium, students present the essential scientific content and the most important findings of their written master thesis. The presentation is followed by a defence of the theses and content. The colloquium should last between 30 and 60 minutes and is usually open to the university public. It must not be shorter than 30 minutes.
Target Competencies	In this compulsory oral defence, students demonstrate and reflect on the skills, qualifications and competencies they have acquired during their studies and demonstrate their independence and understanding of the master thesis. Students ultimately demonstrate that they have acquired professional competencies at master level and have a solid and reflective self-image that is oriented towards current goals and standards of professional practice in academia and the practice-relevant professional fields of the completed master programme. Graduates explain their research results and reflect on them critically against the background of the chosen methods. In doing so, they justify their actions with theoretical and methodological knowledge. They present the results of their master thesis clearly in a lecture, discuss them professionally and appropriately with an expert audience and defend them convincingly. This enables them to act successfully in their professional lives after completing their master's degree, constantly developing and orienting themselves to social developments and expectations in a manner that is appropriate to the situation and transcends it.

Unit 2	Colloquium
	With the colloquium, competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level are acquired. This applies in particular to the following areas: - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The examination consists of an oral defence of the master thesis.
Basic Literature	The literature used by students depends on the topic and the methods used in the master thesis. Specific literature references will be provided by the supervising lecturers as required, depending on the chosen topic.