

▲ Hochschule Harz

Harz University of Applied Sciences

Module Handbook

Business Consulting (M.A.)

According to the Study Regulations from 19.11.2025



Harz University of Applied Sciences

Faculty of Business Studies

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**.

Competence Profile

The Master's programme 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 analyse 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.

The international graduates have specified these intercultural skills during an integration semester focused on Germany. Among other things, they were introduced to the unique characteristics of German business, society and culture, and acquired or improved their German language skills. The integration skills they acquired in Germany represent a special area of expertise.

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 study semester abroad, a work placement or a startup semester.

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

Work placement: Graduates 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.

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

Consulting Experience and Practice	8
Analysing Complex Systems	13
Strategy and Innovation	19
Advanced Research Methods	24
Elective Course	58

Semester 2

Decision Making and Communication	29
Consulting HRM and Organisation	34
Digital Transformation	40
Implementing Solutions	43
Research Project	49

Semester 1-3

Consulting Project	51
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Semester 3

Master Final Examination	76
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Business Consulting (M.A.)

4 semesters with Elective Semester

Semester 1

Consulting Experience and Practice	8
Analysing Complex Systems	13
Strategy and Innovation	19
Advanced Research Methods	24
Elective Course	58

Semester 2

Decision Making and Communication	29
Consulting HRM and Organisation	34
Digital Transformation	40
Implementing Solutions	43
Research Project	49

Semester 3

Elective Semester	59
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Semester 1-4

Consulting Project	51
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Semester 4

Master Final Examination	76
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Business Consulting (M.A.)

4 semesters with Integration Semester

Semester 1: Integration Semester

German Culture and Society	61
German Economy	63
Academic Skills in Germany	66
Managing Diverse Teams	70
German as a Foreign Language	74

Semester 2

Consulting Experience and Practice	8
Analysing Complex Systems	13
Strategy and Innovation	19
Advanced Research Methods	24
German as a Foreign Language	74

Semester 3

Decision Making and Communication	29
Consulting HRM and Organisation	34
Digital Transformation	40
Implementing Solutions	43
Research Project	49

Semester 2-4

Consulting Project	51
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Semester 4

Master Final Examination	76
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Module Consulting Experience and Practice	
Module Number	644
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - Unit 1: Consulting in Practice - Unit 2: Lecture Series Consulting
Contact Hours per Week (CH)	5
Teaching and Learning Forms	<p>2 CH Seminar</p> <p>3 CH Project Work / Case Studies</p>
ECTS Credit Points	5
Workload	<p>150 hours</p> <ul style="list-style-type: none"> - 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	<p>Students become familiar with the complete consulting lifecycle by applying analytical tools and diagnostic methods in realistic case study simulations. Working in self-organised teams, they solve complex problems and present strategies to management, thereby refining their soft skills, conflict management abilities, and professional English proficiency.</p> <p>Furthermore, the module provides critical insights into current consulting theories, market trends, and career opportunities.</p> <p>Consequently, students combine practical methodological expertise with the essential social and communicative competencies required for the consulting industry.</p> <p>This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism

Module	Consulting Experience and Practice
Examination and Course Achievement	<p>The examination and course achievement is carried out at unit level and is described in more detail there.</p> <p>They are included in the module grade with the following weighting:</p> <ul style="list-style-type: none">- 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	<p>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.</p> <p>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.</p> <p>Students are split into teams so that every student works as a member of one of multiple student consulting teams.</p>	
Target Competencies	<p>Prior to the simulation, students attend introductory lectures by representatives from consulting practice and compile a consulting manual.</p> <p>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).</p> <p>Students also learn which consulting methods and tools (for example, analysis and diagnostic methods) can be deployed in each phase.</p> <p>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.</p> <p>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</p>	

<p>Unit 1</p>	<p>Consulting in Practice</p>
	<p>consulting team in a one-day workshop with an executive leadership trainer.</p> <p>At the same time, students consolidate and deepen fundamentals relevant to the English language as well as technical terminology.</p> <p>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.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
<p>Examination and Course Achievement</p>	<p>The form of examination is the project work.</p>
<p>Basic Literature</p>	<p>Cope M.: The Seven C's of Consulting, 3rd edition, 2010, London.</p> <p>Cottrell S.: Critical Thinking Skills: Developing Effective Analysis and Argument, 3rd edition, 2017, London.</p> <p>Evans V.: Key Strategy Tools, 2013, London.</p> <p>Fisher A.: The Logic of Real Arguments, 2nd edition, 2004, Cambridge.</p> <p>Management Consultancies Association: The official graduate career guide to Management Consultancy, 29th edition, 2016/17, London.</p> <p>Minto B.: The Pyramid Principle, Logic in Writing and Thinking, 4th edition, 2009, London.</p> <p>Fisher R./Ury W.: Getting to Yes – Negotiating an agreement without giving in, 2012, New York.</p> <p>Van den Berg, G./Pietersma P.: Key Management Models, 3rd edition, 2015, London.</p> <p>Vullings R./Heleven M.: 27 Creativity & Innovation Techniques explained, slideshare.net (accessed, April 2020).</p>

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	<p>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.</p> <p>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.</p>		
Target Competencies	<p>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.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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	
Module Number	645
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - 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	<p>150 hours</p> <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours
Module Responsibility	Prof. Dr. Georg Westermann
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	<p>Students are able to apply both the fundamental methods of “networked thinking” and “complex problem solving” as well as classic business management procedures when dealing with complex systems.</p> <p>They recognise complex situations and select the appropriate instruments from the range of relevant methods, combine them, adapt them to current needs, and apply them independently.</p> <p>Graduates understand how to analyse and prepare complex decision-making problems in such a way that economically rational decisions can be made (cost-benefit analysis), taking into account scientific and practical aspects, considering networked relationships and possible side effects, monitoring success and other effects, and optimising the system on an ongoing basis.</p> <p>In addition, they are able to design problem-solving workshops on complex issues in order to develop proposals with employees or to explain and objectively discuss developed proposals with clients.</p> <p>This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications</p>

Module	Analysing Complex Systems
	<p>(HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none">- Knowledge and understanding- Use, application and creation of knowledge- Communication and cooperation- Scientific self-perception / professionalism
Examination and Course Achievement	<p>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:</p> <ul style="list-style-type: none">- 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	<p>Preparation of cost-benefit analyses</p> <ul style="list-style-type: none"> - General characteristics of cost-benefit analyses - Benefits and costs from a theoretical perspective - Sub-steps of a CBA <p>CBA in practical use (case studies), for example: assessment of environmental damage, economic assessment of human life, intergenerational evaluation</p>	
Target Competencies	<p>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..</p> <p>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.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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 Networked 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	<p>Characteristics and requirements of complex systems</p> <p>Sustainable handling of complex systems</p> <p>Problem-solving steps in dealing with complexity</p> <p>Modeling and analysis of networked systems</p> <p>Forecasts, derivation of possible decisions, side effect analysis</p> <p>Success and effect control and rolling approach</p> <p>Process planning and conception of problem-solving workshops</p>		
Target Competencies	<p>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.</p> <p>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 successfully. They objectively monitor success and other effects. They know how to structure trainings for complex problem-solving.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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 Networked 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	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - 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	<p>225 hours</p> <ul style="list-style-type: none"> - 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	<p>This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism 		
Examination and Course Achievement	<p>Unit 1 and 2: The examination and course achievement is carried out at module level. The primary form of examination is the project work.</p> <p>Unit 3: The examination and course achievement is carried out at unit level and is described in more detail there.</p> <p>They are included in the module grade with the following weighting:</p> <ul style="list-style-type: none"> - 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	<p>The Concept of Strategy</p> <p>Goals, Values, and Performance</p> <p>Industry and Competitive Analysis</p> <p>Analysing Resources and Capabilities</p> <p>The Sources and Dimensions of Competitive Advantage</p> <p>Industry Evolution and Strategic Change</p> <p>Managing Innovation by Business Model Development</p> <p>Vertical Integration and Diversification Strategy</p> <p>Current Trends in Strategic Management</p> <p>Case Study Analysis</p>		
Target Competencies	<p>The students appraise and develop:</p> <ul style="list-style-type: none"> - 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 <p>The students acquire the capabilities:</p> <ul style="list-style-type: none"> - 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 <p>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:</p>		

Unit 1	Contemporary Strategy Analysis
	<ul style="list-style-type: none">- 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	Grant, R.M. (2024): Contemporary Strategy Analysis, 12 th edition, John Wiley & Sons Tidd, J. and Bessant, J. (2024): Managing Innovation, 8 th edition, John Wiley & Sons

Unit 2		Strategy Consulting Simulation
Unit Number	936	
Exam Number	958	
Contact Hours per Week (CH)	2	
Teaching and Learning Forms	Project Work / Case Studies	
Language	English	
Prerequisites for Participation	Basic knowledge of strategic management	
Content	<p>Participants in the simulation manage a (virtual) company. They will make typical business decisions in a realistic environment. They learn principles of business strategy development and consulting: how to use information in decision-making, and how to handle risk and uncertainty. They experience decision-making processes within a team while managing time constraints. Management simulations offer, through (virtual) experiences, a high degree of transferable knowledge and skills which participants can utilize in their daily work.</p>	
Target Competencies	<p>Participants acquire knowledge and understanding on how to analyse firms within a competitive business environment and on how to execute decisions under risk and uncertainty. They use their knowledge on strategy analysis to develop a strong competitive position and apply the tools of strategy consulting in a realistic business environment. While creating knowledge on how decisions become manifest in financial performance, they are forced into a constant stream of communication and cooperation within and beyond their respective teams. Thus, a high degree of scientific self-perception and professionalism is enhanced throughout the different stages of the whole strategy consulting simulation game.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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.	

Unit 2

Strategy Consulting Simulation

Basic Literature

Grant, R.M. (2024): Contemporary Strategy Analysis, 12th edition,
John Wiley & Sons

Module		Advanced Research Methods
Module Number	647	
Exam Number	218	
Course Frequency	Summer Semester	
Duration	1 Semester	
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - Unit 1: Qualitative Methods - Unit 2: Quantitative Methods 	
Contact Hours per Week (CH)	4	
Teaching and Learning Forms	<p>2 CH Seminar</p> <p>2 CH Project Work / Case Studies</p>	
ECTS Credit Points	5	
Workload	<p>150 hours</p> <ul style="list-style-type: none"> - 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	<p>Students will become familiar with so called qualitative and quantitative research approaches and methods in empirical research in social sciences.</p> <p>This module thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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	<p>Students are familiarised with the interpretative-reconstructive research approach of empirical social research. Teaching content is largely based on English-language scientific publications.</p> <p>Teaching contents are:</p> <ul style="list-style-type: none"> - 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	<p>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.</p>		

Unit 1	Qualitative Methods
	<p>This unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	<p>The examination and course achievement for this unit is carried out at module level and is described in more detail there.</p>
Basic Literature	<p>Belk, Russell W.; Fischer, Eileen; Kozinets, Robert V. (2013): Qualitative Consumer & Marketing Research. Los Angeles: Sage.</p> <p>Berenson, M. L.; Levine, D. M.; Szabat, K. A.; Stephan, D. (2020): Basic Business Statistics: Concepts and Applications. Pearson.</p> <p>Fahrmeier, L., Heumann, C.; Künstler, R.; Pigeot, I.; Tutz, G. (2016): Statistik (8. Auflage). Berlin: Springer.</p> <p>Flick, Uwe; Kardorff, Ernst von; Steinke, Ines (Hg.) (2010): A companion to qualitative research. Repr. London: Sage.</p> <p>Kuckartz, Udo (2014): Qualitative text analysis. A guide to methods, practice & using software. Los Angeles: Sage.</p> <p>McClave, J. T.; Benson P. G.; Sincich, T.: Statistics for business and economics, Thirteenth edition, global edition. Harlow; Munich: Pearson, 2018.</p> <p>Przyborski, Aglaja; Wohlrab-Sahr, Monika (2008): Qualitative Sozialforschung. Ein Arbeitsbuch. 1. Aufl. München: Oldenburg.</p> <p>Studenmund, A. H.: Using Econometrics -- A Practical Guide, 7th ed. Boston: Pearson, 2016.</p>

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	<p>The course deals with the formulation of statistical hypothesis tests and the in-depth analysis of the linear model.</p> <p>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.</p> <p>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).</p> <p>The course content comprises:</p> <ul style="list-style-type: none"> - 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	<p>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.</p> <p>Accompanying project work offers students the opportunity to apply statistical concepts to typical decision-making situations in companies.</p> <p>The business implications of statistical techniques are developed in the course.</p> <p>The students have the opportunity to deepen what they have learned by means of assignments and projects.</p>	

Unit 2	Quantitative Methods
	<p>In detail</p> <ul style="list-style-type: none"> - the formulation of statistical working hypotheses - the selection of suitable statistical models - the independent execution, adaptation and interpretation of hypothesis tests <p>will be developed.</p> <p>Students will be able to critically discuss quantitative dependencies, distinguish them from causalities and identify adequate approaches to solving evaluation problems.</p> <p>This unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
<p>Examination and Course Achievement</p>	<p>The examination and course achievement for this unit is carried out at module level and is described in more detail there.</p>
<p>Basic Literature</p>	<p>Auer, B. R.; Rottmann, H.: Statistik und Ökonometrie für Wirtschaftswissenschaftler, 4. Auflage. Berlin: Springer, (2020)</p> <p>Fahrmeier L.; Heumann C.; Künstler R.; Pigeot I.; Tutz G. (2016): Statistik (8. Auflage). Berlin: Springer</p> <p>McClave, J. T.; Benson, P. G.; Sincich, T.: Statistics for business and economics, Thirteenth edition, global edition. Harlow; Munich: Pearson, 2018.</p> <p>Studenmund, A. H.: Using Econometrics -- A Practical Guide, 7th ed. Boston: Pearson, 2016.</p>

Module Decision Making and Communication	
Module Number	648
Course Frequency	Winter Semester
Duration	1 Semester
Module Structure	The module consists of the following units: <ul style="list-style-type: none"> - Unit 1: Communication Skills for Consultants - Unit 2: Decision Models
Contact Hours per Week (CH)	4
Teaching and Learning Forms	1 CH Seminar 2 CH Exercises 1 CH Project Work / Case Studies
ECTS Credit Points	5
Workload	150 hours <ul style="list-style-type: none"> - 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 (HQP) at Master level. This applies in particular to the following areas: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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	<p>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.</p>	
Target Competencies	<p>Participants in the unit will be able to:</p> <ul style="list-style-type: none"> - Critically reflect on their communication behaviour 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 behaviour accordingly with confidence. <p>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</p>	
Examination and Course Achievement	The primary form of examination is the presentation.	
Basic Literature	<p>Cialdini, R. B. (2021). <i>Influence: The psychology of persuasion</i>. New York: Harper Business.</p> <p>Fisher, R., & Ury, W. (1991). <i>Getting to yes: Negotiating agreement without giving in</i>. Boston/New York: Houghton Mifflin.</p> <p>Kaner, S. (2014). <i>Facilitator's guide to participatory decision-making</i> (3rd ed.). San Francisco: Jossey-Bass.</p>	

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.

Unit 2		Decision Models
Unit Number	986	
Exam Number	986	
Contact Hours per Week (CH)	2	
Teaching and Learning Forms	1 CH Seminar 1 CH Project Work / Case Studies	
Language	English	
Prerequisites for Participation	Fundamental knowledge of general business administration as well as basic knowledge of statistics and mathematics	
Content	<p>Whenever individuals, groups, or organisations engage in economic activity, they are required to make decisions. Decision theory examines purposeful action by decision makers who consciously choose among alternative courses of action.</p> <p>This module introduces decision theory and scientifically grounded methods for modelling decision problems and deriving rational choices, while briefly acknowledging the limits of purely rational models in practical contexts. It has a strongly application-oriented focus: students use contemporary decision-support software (such as spreadsheet-based optimisation, simulation, and MCDA tools) in PC-lab seminars to analyse case studies and solve practical decision problems.</p> <p>The module covers the following main topics:</p> <p>Foundations of Decision Theory: Core concepts and the basic model of decision theory, such as preference structures, payoff matrices, utility concepts, and decision rules.</p> <p>Single-Stage Decisions: Decision-making under certainty, risk and uncertainty, such as optimisation approaches and risk analysis using simulation techniques (e.g. Monte-Carlo), supported by software-based modelling.</p> <p>Multi-Stage Decisions: Sequential decision problems modelled with decision trees, such as structuring decision paths, evaluating alternatives, and applying backward induction, supported by appropriate tools.</p> <p>Multi-Criteria Decision-Making: Methods for handling multiple objectives, such as multi-attribute utility theory (MAUT), outranking methods (e.g. PROMETHEE), or the Analytic Hierarchy Process (AHP), with software-supported application and comparison.</p>	

Unit 2	Decision Models
<p>Target Competencies</p>	<p>On successful completion of the module, students will be able to explain and critically evaluate the core principles, models and assumptions of normative decision theory, including the practical limits of rational-choice approaches. They can select, adapt and justify suitable decision-analytic methods for different problem settings. Using contemporary decision-support software in case-based PC-lab environments, students are able to model, solve and interpret decision problems independently and derive coherent recommendations. They can apply and compare decision-making methods, assess the robustness of results, and communicate well-reasoned recommendations to stakeholders in a clear and scientifically sound manner.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
<p>Examination and Course Achievement</p>	<p>The primary form of examination is the project work / case studies.</p>
<p>Basic Literature</p>	<p>Ragsdale, C. (2021): Spreadsheet Modelling and Decision Analysis</p> <p>Peters, S. / Tönsfeuerborn, M. / von Nitzsch, R. (2024): Integrating Uncertainties in a Multi-Criteria Decision Analysis with the ENTSCHEIDUNGSNAVI, in: Mathematics 2024, 12, 1746.</p> <p>Additional literature will be announced during the course.</p>

Module		Consulting HRM and Organisation	
Module Number	649		
Exam Number	649		
Course Frequency	Winter Semester		
Duration	1 Semester		
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - Unit 1: Organisational Consulting - Unit 2: HRM Consulting 		
Contact Hours per Week (CH)	4		
Teaching and Learning Forms	<p>1,5 CH Seminar</p> <p>1 CH Exercises</p> <p>1,5 CH Project Work / Case Studies</p>		
ECTS Credit Points	5		
Workload	<p>150 hours</p> <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours 		
Module Responsibility	Prof. Dr. Georg Westermann		
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.		
Target Competencies	<p>Graduates can be employed immediately after graduation in internal or external human resources and organisational consulting and carry out corresponding consulting projects professionally.</p> <p>Building on their prior knowledge, they integrate their understanding of the interrelationships between personnel and organisational structures and processes into complex consulting situations. As consultants, they discuss strategic and operational personnel concepts and their interrelationships with organisational development with clients and colleagues, and develop independent solutions.</p> <p>This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism 		

Module	Consulting HRM and Organisation
Examination and Course Achievement	The examination and course achievement for this module is carried out at module level. The primary form of examination is a term paper related to a case study.

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	<p>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.</p> <p>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.</p>	
Target Competencies	<p>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.</p> <p>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.</p> <p>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.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications</p>	

Unit 1	Organisational Consulting
	<p>(HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	<p>The examination and course achievement for this unit is carried out at module level and is described in more detail there.</p>
Basic Literature	<p>Hatch, Mary Joe, (2018, 4th ed.): Organization Theory, Oxford University Press</p> <p>Ackroyd, Stephen, (2002): The Organization of Business. Oxford University Press</p> <p>Osterloh, Margit; Frost Jetta; (2006): Prozessmanagement als Kernkompetenz. (5. Auflage). Wiesbaden: Gabler.</p>

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	<p>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.</p> <p>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).</p> <p>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:</p> <ul style="list-style-type: none"> - 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: Cengage Learning EMEA.

Mello, Jeffrey A. (2014): Strategic Human Resource Management

Noe, Raymond / Hollenbeck, John / Gerhart, Garry / Wwright, 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	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - 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	<p>225 hours</p> <ul style="list-style-type: none"> - 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	<p>This module imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism 	
Examination and Course Achievement	<p>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:</p> <ul style="list-style-type: none"> - 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	<p>The students participate in the module “Agile Requirements Engineering and Digital Transformation” offered by the Faculty of Automation and Computer Science.</p> <p><u>Content:</u></p> <ul style="list-style-type: none"> 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	<p>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.</p>		
Examination and Course Achievement	<p>The examination and course achievements are carried out at unit level with two partial examinations (one graded, one ungraded).</p> <p>The form of examination is specified by the examiners responsible for this course.</p>		

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	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - Unit 1: Corporate Valuation and Performance Management - Unit 2: Evidence-based Change Management 		
Contact Hours per Week (CH)	4		
Teaching and Learning Forms	<p>2 CH Seminar</p> <p>1 CH Exercises</p> <p>1 CH Project Work / Case Studies</p>		
ECTS Credit Points	5		
Workload	<p>150 hours</p> <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours 		
Module Responsibility	Prof. Dr. Philipp Schaller		
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.		
Target Competencies	<p>Students understand market value as a central strategic variable and are able to independently apply business valuation methods as well as value-based controlling instruments. Building on this quantitative foundation, they acquire the skills to structure and execute organisational change projects using evidence-based methods. They learn to navigate complex stakeholder dynamics and organisational cultures while effectively managing communication to overcome potential resistance. Consequently, graduates are equipped to not only assess strategic potential financially but also to successfully implement the necessary organisational transformations.</p> <p>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:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism 		

Module	Implementing Solutions
Examination and Course Achievement	<p>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:</p> <ul style="list-style-type: none">- 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	<p>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:</p> <ul style="list-style-type: none"> - 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	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - Leadership and management theory - Organisational development and communication management 	
Content	<p>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</p> <p>Phases and roles within the change process</p> <p>Analysis of the target state (benefits realization) and necessary resources</p> <p>Preparation of the business case, selection of suitable strategies, measurement and evaluation of the results to be achieved</p> <p>Identification and handling of resistance and barriers (stakeholder analysis, personal preferences, role and influence of culture and leadership)</p> <p>System theoretical foundations and typical causes for the failure of change processes</p> <p>Communicate change effectively and promote it in a targeted manner</p> <p>Group work, case studies and role plays with T&D reference, practical tools</p> <p>Project work in one of the following focus areas: 1. structural change, 2. merger / acquisition, 3. business sustainability, 4. digital transformation.</p>	
Target Competencies	<p>Graduates:</p> <ul style="list-style-type: none"> - 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 	

<p>Unit 2</p>	<p>Evidence-based Change Management</p> <ul style="list-style-type: none"> - 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 <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
<p>Examination and Course Achievement</p>	<p>The primary form of examination is the project work.</p>
<p>Basic Literature</p>	<p>Burke, W. Warner (2002). Organization change: Theory and practice. California: Sage Publications.</p> <p>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.</p> <p>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.</p> <p>Hiatt, J., Creasey, T. J. (2012). Change management: The people side of change.</p> <p>Kotter, J. P. (2012). Leading change. Boston (Massachusetts): Harvard Business Review Press.</p> <p>Kotter, J. P., Rathgeber, H. (2006). Our iceberg is melting: Changing and succeeding under any conditions. New York: St. Martin's Press.</p> <p>Schein, E. H., Schein, P. (2017). Organizational culture and leadership. New Jersey: Wiley.</p>

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	<p>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.</p> <p>This module unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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	<p>Aityan, S. K. (2022). <i>Business Research Methodology Research Process and Methods</i>. Cham: Springer.</p> <p>Kieser, A. & Leiner, L. (2009). Why the Rigour–Relevance Gap in Management Research Is Unbridgeable. <i>Journal of Management Studies</i> 46(3): 516-533.</p> <p>Rynes, S. L. & Bartunek, J. M. (2017). <i>Evidence-Based Management: Foundations, Development, Controversies and Future</i>. <i>Annu. Rev. Organ. Psychol. Organ. Behav.</i> (4): 235–261.</p>

Module Consulting Project	
Module Number	670
Course Frequency	Summer / Winter Semester
Duration	Course of Study
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - 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	<p>450 hours</p> <ul style="list-style-type: none"> - Attendance time in courses: 84 hours - Self-study: 366 hours
Module Responsibility	Programme Coordinator
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	<p>Students acquire advanced competencies in planning, controlling, and acquiring consulting projects using agile, sustainable, and digital methods, including AI. They learn to strategically evaluate market opportunities and effectively negotiate with stakeholders to align initiatives with organisational goals.</p> <p>By implementing concrete projects in teams, participants demonstrate professional leadership and customer orientation while solving complex problems.</p> <p>Furthermore, they critically reflect on their personal and team efficacy to drive continuous improvement in their professional practice.</p> <p>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:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation

Module	Consulting Project
Examination and Course Achievement	<p>Unit 1 and 2: The examination and course achievement is carried out at module level. The primary form of examination is the project work.</p> <p>Unit 3: The examination and course achievement is carried out at unit level and is described in more detail there.</p>

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	<p>Definition of Project and Project Management</p> <p>Strategy and Project Selection</p> <p>Defining Projects</p> <p>PMBOK Framework</p> <p>Estimating Time and Costs</p> <p>Project Planning (including WBS, Project Network, etc.)</p> <p>Agile and Adaptive Project Management (SCRUM and related approaches)</p> <p>Risk Management in Projects</p> <p>Scheduling Resources and Costs</p> <p>Project Management with AI and Digital Tools</p> <p>Sustainable Project Management and the Integration of Environmental and Social Responsibility</p> <p>Tracking Projects, Project Controlling and Performance Measurement</p> <p>Project Closure</p>		
Target Competencies	<p>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.</p> <p>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:</p>		

Unit 1	Consulting Project Management
	<ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation
<p>Examination and Course Achievement</p>	<p>The examination and course achievement for this unit is carried out at module level and is described in more detail there.</p>
<p>Basic Literature</p>	<p>Larson, Erik W.; Gray, Clifford F. (2021): Project Management – The Managerial Process (8th Edition). New York: McGraw-Hill Education.</p> <p>Meskendahl, Sascha; Jonas, Daniel; Kock, Alexander (Eds.) (2022): Project Portfolio Management – Theory, Practice and Trends. London: Routledge.</p> <p>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.</p> <p>Kerzner, Harold (2022): Project Management – A Systems Approach to Planning, Scheduling, and Controlling (13th Edition). Hoboken, NJ: Wiley.</p> <p>Marnewick, Carl; Erasmus, Wilfred; Joseph, Ned (2020): The Principles and Practice of Sustainable Project Management. London: Routledge.</p> <p>Garel, Gilles (Ed.) (2023): The Future of Project Management – Digital Transformation and Innovation. Cham: Springer.</p>

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	<p>Consulting and project acquisition processes</p> <p>Strategic project planning and selection criteria</p> <p>Market and environmental analysis for project opportunities</p> <p>Stakeholder identification, engagement, and communication management</p> <p>Proposal development and negotiation strategies</p> <p>Ethical and sustainable decision-making in project acquisition</p> <p>Integration of digital tools and data analytics in project selection and client management</p> <p>Risk and feasibility assessment in project acquisition</p> <p>Relationship management and trust-building with clients</p> <p>Performance indicators and success factors for consulting projects</p>		
Target Competencies	<p>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.</p> <p>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.</p> <p>Once finished, students are able to plan and justify consulting projects strategically, aligning them with organizational goals and sustainable business practices.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p>		

Unit 2	Consulting Project Acquisition
	<ul style="list-style-type: none"> - 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	<p>Larson, Erik W.; Gray, Clifford F. (2021): Project Management – The Managerial Process (8th Edition). New York: McGraw-Hill Education.</p> <p>Meskendahl, Sascha; Jonas, Daniel; Kock, Alexander (Eds.) (2022): Project Portfolio Management – Theory, Practice and Trends. London: Routledge.</p> <p>Koch, Stefan; Kautz, Karlheinz (Eds.) (2020): Project Management and Sustainable Development Principles. Cham: Springer.</p> <p>Turner, J. Rodney (Ed.) (2018): Gower Handbook of Project Management (5th Edition). London: Routledge.</p> <p>Wastian, Monika; Braumandl, Iris; von Rosenstiel, Lutz (Eds.) (2021): Consulting, Coaching und Change Management – Handbuch für die Beratung von Organisationen (3rd Edition). Cham: Springer.</p> <p>Brill, David; Kapsali, Maria (Eds.) (2023): Digital Transformation and Project Management – Strategies for Success in a Digital Era. Cham: Springer.</p>

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	<p>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.</p>	
Target Competencies	<p>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.</p> <p>This unit thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Use, application and creation of knowledge - Communication and cooperation 	
Examination and Course Achievement	The form of examination is the project work.	
Basic Literature	<p>Biech, E. (2011). <i>The business of consulting: The basics and beyond</i>. Wiley.</p> <p>Block, P. (2012). <i>Flawless consulting: A guide to getting your expertise used</i>. Wiley.</p> <p>Katzenbach, J. R., & Smith, D. K. (1993). <i>The wisdom of teams: Creating the high-performance organization</i>. Harvard Business School Press.</p>	

Module	Elective Course
Course Frequency	Summer Semester
Duration	1 Semester
Contact Hours per Week (CH)	4
ECTS Credit Points	5
Workload	150 hours <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours
Language	German or English
Content	<p>Students can choose from the following options:</p> <ul style="list-style-type: none"> - Foreign language, except English - Course from another Master's programme at Harz University of Applied Sciences <p>The module must be selected from the corresponding range of courses offered by the Faculty of Business Studies. The range of courses will be announced in an appropriate manner. When selecting and choosing an elective module, it is important to note, in consultation with the Dean's Office, that participation is only possible if the course is available in the relevant semester, if they are compatible with the compulsory curriculum timetable and taking into account minimum and maximum participant numbers.</p>
Target Competencies	Students acquire in-depth knowledge and understanding of specific subjects.

For the course chosen by the students, 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.

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	<p>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:</p> <p>Study Abroad</p> <p>Ordnung zur Durchführung eines Auslandsstudiensemesters für die Studiengänge des Fachbereichs Wirtschaftswissenschaften</p> <p>Work Placement</p> <p>Praktikumsordnung für die Studiengänge des Fachbereichs Wirtschaftswissenschaften</p>
Content	<p>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.</p> <p>Startup Semester</p> <p>The startup semester comprises activities for preparing and implementing the establishment of a startup company.</p> <p>Study Abroad</p> <p>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).</p> <p>Work Placement</p> <p>During the work placement, students complete an internship in a company. More details can be found in the relevant regulations</p>

Module	Elective Semester
<p>Target Competencies</p>	<p>(Praktikumsordnung für die Studiengänge des Fachbereichs Wirtschaftswissenschaften).</p> <p>Startup Semester</p> <p>Students know how to prepare and implement the establishment of a startup company.</p> <p>Study Abroad</p> <p>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.</p> <p>Work Placement</p> <p>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.</p> <p>This module unit thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
<p>Examination and Course Achievement</p>	<p>Startup Semester</p> <p>The relevant examination and course achievements are specified in the learning agreement.</p> <p>Study Abroad</p> <p>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).</p> <p>Work Placement</p> <p>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).</p>
<p>Basic Literature</p>	<p>The literature depends on the specific design of the module.</p>

Module		German Culture and Society
Module Number	671	
Exam Number	671	
Course Frequency	Winter Semester	
Duration	1 Semester	
Contact Hours per Week (CH)	4	
Teaching and Learning Forms	Seminar	
ECTS Credit Points	5	
Workload	150 hours <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours 	
Language	English	
Prerequisites for Participation	None	
Content	<p>This module provides a culturally sensitive introduction to German culture, politics, and society. Participants learn about the fundamental characteristics of German work culture (e.g., core values, work organisation, error culture), the basics of intercultural communication in Germany (e.g., manners, body language, communication style), and special features of everyday life and society (e.g., the rule of law and compliance with rules in everyday life, housing and social services, the structure of the state apparatus). The course also raises awareness of some of the key turning points in German history and addresses Germany's place in Europe and the world.</p>	
Target Competencies	<p>Participants are familiar with basics of the German culture and know the most important behavioural standards. They are also familiar with the most important turning points in recent German history and some cornerstones of politics and society. Participants are also able to integrate themselves into teams with a mainly German cultural background.</p>	
Examination and Course Achievement	<p>The primary form of examination is the project work.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>	
Basic Literature	<p>Briel, H. (2002): <i>German Culture and Society</i>. Routledge.</p>	

Module

German Culture and Society

Hofstede, G. (2011). *Dimensionalizing cultures: The Hofstede model in context*. Online Readings in Psychology and Culture, 2(1).

Hofstede, G., Hofstede, J., & Minkov, M. (2010). *Cultures and organizations. Software of the mind. Intercultural cooperation and its importance for survival*. The McGraw Hill Companies.

Watson, P. (2010). *The German Genius: Europe's Third Renaissance, the Second Scientific Revolution and the Twentieth Century*. London: Simon & Schuster.

Module		German Economy	
Module Number	672		
Course Frequency	Summer Semester		
Duration	1 Semester		
Module Structure	<p>The module consists of the following units:</p> <ul style="list-style-type: none"> - Unit 1: Business Course in German - Unit 2: The German Economy 		
Contact Hours per Week (CH)	4		
ECTS Credit Points	5		
Workload	<p>150 hours</p> <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours 		
Module Responsibility	Prof. Dr. Niels Angermüller		
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.		
Target Competencies	<p>Students are enabled to understand crucial aspects of the German economy. This includes knowledge regarding key industries, the social system and the political system.</p> <p>Also, they are familiar with the German language in an academic environment.</p>		
Examination and Course Achievement	<p>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:</p> <ul style="list-style-type: none"> - Unit 1: 50 % - Unit 2: 50 % 		

Unit 1		Business Course in German	
Unit Number		based on the course taken	
Exam Number		based on the course taken	
Contact Hours per Week (CH)		2	
Teaching and Learning Forms		The teaching and learning forms are based on the course taken.	
Language		English	
Prerequisites for Participation		None	
Content		Students take a course in German in order to familiarise themselves with the German language in an academic environment. The course will be specified by the Faculty of Business Studies.	
Examination and Course Achievement		<p>The examination and course achievement is specified by the course taken.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>	
Basic Literature		The literature is specified by the course taken.	

Unit 2		The German Economy	
Unit Number	1408		
Exam Number	1408		
Contact Hours per Week (CH)	2		
Teaching and Learning Forms	Seminar		
Language	English		
Prerequisites for Participation	None		
Content	<p>The course gives students an overview of important aspects of the German economy, e.g. the business sectors, labour market, social system, infrastructure. It will then analyse particular companies' development and business model.</p> <ul style="list-style-type: none"> - Overview - Historic development - Social market economy - The role of the government and other institutions - Economic regions - Economic sectors - Financial sector 		
Target Competencies	Students are enabled to understand crucial aspects of the German economy. This includes knowledge regarding key industries, the social system and the political system.		
Examination and Course Achievement	<p>The primary form of examination is the presentation.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>		
Basic Literature	Material is provided during the course. A detailed handout will be provided.		

Module Academic Skills in Germany	
Module Number	673
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: <ul style="list-style-type: none"> - Unit 1: Academic Writing (B2) - Unit 2: Business English: Presentation Skills
Contact Hours per Week (CH)	4
Teaching and Learning Forms	Exercises
ECTS Credit Points	5
Workload	150 hours <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours
Module Responsibility	Jutta Sendzik
Prerequisites for Participation	The specific conditions for participation of the individual units are presented in their descriptions.
Target Competencies	<p>Students develop and consolidate advanced English language and communication skills at B2 level for academic and professional contexts. They can understand complex scientific and subject-related texts and participate confidently in discussions, expressing themselves clearly and fluently in appropriate academic and professional language.</p> <p>In addition, students enhance their presentation competence by structuring effective presentations, adapting language and content to specific audiences and settings, using supportive body language, and integrating suitable visual media for both physical and digital environments.</p>
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: <ul style="list-style-type: none"> - Unit 1: 50 % - Unit 2: 50 %

Unit 1		Academic Writing (B2)
Unit Number	70126	
Exam Number	70126	
Contact Hours per Week (CH)	2	
Teaching and Learning Forms	Exercises	
Language	English	
Prerequisites for Participation	None	
Content	<p>In this course, students focus on writing about and discussing academic topics in English. Through textual analysis and complementary approaches, students examine the linguistic and rhetorical foundations of effective academic discourse and apply them to their own writing.</p> <p>Students will be instructed in how to plan and write their own academic papers, for example, a research paper on a topic from their field of study. To this end, students will also review research methods, formats and standards of citation, and other essential tools of academic discourse.</p>	
Target Competencies	<p>Students acquire and/or consolidate their ability to write and communicate in English on academic and work-related topics at the language level B2.</p> <p>They understand complex scientific and professional written technical texts and express themselves clearly and fluently in detail, using complex linguistic structures as well as a wide range of general and technical vocabulary on topics in their field of study and related fields.</p> <p>Students develop and/or strengthen their ability to follow and participate in complex, subject-related and scientific discussions in English.</p>	
Examination and Course Achievement	<p>The form of examination is the project work.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>	
Basic Literature	<p>Bailey, Stephen (2015). Academic Writing. A Handbook for International Students. 4th Ed. London & New York: Routledge.</p> <p>Oshima, Alice & Ann Hogue (2016) Longman Academic Writing Series 4. Pearson: White Plains, NY.</p> <p>Additional literature and/or materials may be announced in class.</p>	

Unit 2		Business English: Presentation Skills
Unit Number	2282	
Exam Number	2282	
Contact Hours per Week (CH)	2	
Teaching and Learning Forms	Exercises	
Language	English	
Prerequisites for Participation	None	
Content	<p>Delivering presentations in English is one of the key skills in a global work environment. The course takes a practical approach to develop employable presentation skills in English and it also covers differences of delivering presentations in a physical or digital setting.</p> <p>It focuses on functional language for presentations (introducing the speaker/a topic, giving clear and concise information, sign-posting, referring to visual aids, responding to questions) as well as on the development of skills such as structuring, appropriate pacing, use of body language, slide creation, and overcoming the fear of public speaking.</p> <p>Students create their presentations by applying presentation techniques such as Pecha Kucha, Elevator Pitch, TED-talk, and the ABT-structure.</p> <p>Small group- and pair work is used to maximize the opportunities for speaking, interaction and peer feedback.</p>	
Target Competencies	<p>The purpose of the course is to enhance and further develop the presentation skills students gained in previous courses (subject and language courses).</p> <p>On the completion of this course, students will be able to:</p> <ul style="list-style-type: none"> - compose an appropriate structure for an effective presentation - apply linguistic features to tailor a presentation according to audience's needs - use appropriate body language to support their speech - take a blended approach to the creation of visuals (slides, flip chart, white board) - adjust presentations to a physical or digital setting 	
Examination and Course Achievement	<p>The primary form of examination is the presentation.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>	

Unit 2

Business English: Presentation Skills

Basic Literature

Olson, R. (2015). *Houston, we have a narrative: Why science needs story*. The University of Chicago Press.

Powell, M. (2011). *Dynamic presentations*. Professional English. Cambridge University Press.

Shapira, A. (2018). *Speak with Impact: How to Command the Room and Influence Others*. AMACOM.

Module	
Module Number	674
Course Frequency	Summer Semester
Duration	1 Semester
Module Structure	The module consists of the following units: <ul style="list-style-type: none"> - Unit 1: Collaboration in International Teams - Unit 2: Intercultural Competence
Contact Hours per Week (CH)	4
Teaching and Learning Forms	Seminar
ECTS Credit Points	5
Workload	150 hours <ul style="list-style-type: none"> - 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	<p>Students understand the necessity and challenges of teamwork. They know how to approach conflicts in a structured manner and develop, interpret and present practical concepts for solving complex problems in teamwork.</p> <p>In addition, they attain intercultural awareness and sensitivity and learn theories and challenges of intercultural competence. Students understand various concepts and develop strategies to face and overcome intercultural conflicts and crises both in social and corporate environment</p>
Examination and Course Achievement	<p>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:</p> <ul style="list-style-type: none"> - Unit 1: 50 % - Unit 2: 50 %

Unit 1		Collaboration in International Teams	
Unit Number	7532		
Exam Number	7532		
Contact Hours per Week (CH)	2		
Teaching and Learning Forms	Seminar		
Language	English		
Prerequisites for Participation	None		
Content	<p>There are people who like to work alone and see benefits in doing so, others prefer to work in a team and see many advantages in doing so. Often we do not have a choice, as teamwork is a basic requirement in the working place, so being a team-worker is a valuable skill in the personal tool-box. Working together might be complex but if we add a diverse working environment it is even more challenging as more communication skills, creativity and negotiating abilities are required.</p> <p>Analysing group dynamics in general and in a diverse environment in particular, conflict management and decision making will be part of the topics in this course.</p> <p>The students will be offered various scenarios where teamwork is needed. Furthermore, trainings will be carried out along the lessons so the students can implement the learnt theories.</p>		
Target Competencies	<p>The students understand the necessity of teamwork so as its challenges. They have the skills to characterise conflicts and recognise the phase of the group interaction, based on existing models.</p> <p>They know how to approach conflicts in a structured manner. They develop, interpret and present practical concepts for solving complex problems which often raise in teamwork in general and in particular when supplemented by the diverse environment.</p> <p>In addition, they are familiar with the professional terminology. They apply the relevant terms of the English language, in particular the technical language. The students consolidate and deepen the basic skills relevant to consulting and gain important experiential knowledge.</p>		
Examination and Course Achievement	<p>The primary form of examination is the presentation.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>		

Unit 1

Collaboration in International Teams

Basic Literature

Goleman, Daniel (1995): Emotional Intelligence. (1st Edition). New York, USA: Bantam Books.

Covey, Stephen (1989): The Seven Habits of Highly Effective People. (1st Edition). New York, USA: People, Free Press.

Heifetz, Ronald (1994): Leadership without Easy Answers. (1st Edition). (n.p.): Belknap Press.

Porter, Michael E. (1980): Competitive Strategy. Techniques for Analyzing Industries and Competitors (1st Edition). New York, USA: Free Press.

Unit 2		Intercultural Competence	
Unit Number	7571		
Exam Number	7571		
Contact Hours per Week (CH)	2		
Teaching and Learning Forms	Seminar		
Language	English		
Prerequisites for Participation	None		
Content	<p>The course covers central theories and uses various examples to illustrate intercultural aspects as culture shock, typical challenges of intercultural communication and intercultural interactions.</p> <p>The course covers</p> <ul style="list-style-type: none"> - Key concepts of culture - Intercultural competence - Intercultural sensitivity - Strategies, crisis management, ethics, corporate responsibility, etc.). 		
Target Competencies	<p>Attain intercultural awareness and sensitivity</p> <p>Learn theories and challenges of intercultural competence</p> <p>Use suitable terminology effectively and in a solution-oriented way</p> <p>Understand various concepts and develop strategies to face and overcome intercultural conflicts and crises both in social and corporate environment</p>		
Examination and Course Achievement	<p>The primary form of examination is the presentation.</p> <p>Although the examination is graded, the result is not included in the overall Master's degree grade.</p>		
Basic Literature	<p>Kohls, L.; Knight, J. (1994): Developing Intercultural Awareness. Maine: Intercultural Press.</p> <p>Rodrigues, C. (2001): International Management. Ohio: South Western College Publishing.</p> <p>Saeed, J. (2005): Managing Organizations in a Global Economy. South Western: Thomson.</p> <p>Stringer, D.; Cassidy, P. (2009): 52 Activities for improving Cross Cultural Communication. Boston: Nicholas Brealey Publishing.</p> <p>Flammia, M.; Sadri, H. (2011): Intercultural communication from an interdisciplinary perspective. US-China Education Review.</p>		

Module		German as a Foreign Language
Module Number	Depending on the level of language competence	
Exam Number	Depending on the level of language competence	
Course Frequency	Winter Semester / Summer Semester	
Duration	1 Semester	
Contact Hours per Week (CH)	4	
Teaching and Learning Forms	Seminar	
ECTS Credit Points	5	
Workload	150 hours <ul style="list-style-type: none"> - Attendance time in courses: 56 hours - Self-study: 94 hours 	
Language	English	
Module Responsibility	Regina Bernhardt	
Prerequisites for Participation	According to a placement test taken before the beginning of the semester No prerequisites for A1.1 Prior levels for A1.2 to B2.2	
Content	Different language courses on different levels are offered: A1: Greetings, asking questions, directions, shopping, food, public transport, housing, sharing personal information, health A2: Study life, life on campus, German educational system, weather, complaints, clothes, housing, where people live B1: Neighbourhood, diet, life-style, nature and environment, marketing texts, job satisfaction, the media, German history B2: Describing people, living conditions, pursuing a career, digital media, environmental protection, reading fiction, learning strategies	
Target Competencies	The students will: <ul style="list-style-type: none"> - attain level A1-B2 according to their prior knowledge of German in all four language skills: speaking, listening, reading, writing - obtain a vocabulary of 300-500 new words per semester - become familiar with the structures of the German language (syntax, declination, conjugation) - improve their pronunciation - obtain knowledge about cultures in Germany ("Landeskunde") 	

German as a Foreign Language	
Examination and Course Achievement	The primary form of examination is a written exam and oral exam for in-person classes, oral exam for online classes.
Basic Literature	<p>A1: Akademie Deutsch A1.1 / A1.2; "Nicos Weg" Online Course: DW https://learngerman.dw.com/en/overview</p> <p>A2: Akademie Deutsch A2.1 / A2.2; "Nicos Weg" Online Course: DW https://learngerman.dw.com/en/overview</p> <p>B1: (2017): Panorama. Deutsch als Fremdsprache Kursbuch B1.1. Cornelsen Verlag.</p> <p>B2: Own material (2019): Weitblick. Das große Panorama Kurs- und Übungsbuch B2.1, Cornelsen Verlag.</p> <p>The literature used can change from semester to semester as new books will enter the market.</p>

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 <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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	<p>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.</p> <p>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.</p> <p>This module thus imparts competences at level 2 of the Qualifications Framework for German Higher Education Qualifications</p>		

Module	Master Final Examination
	<p>(HQF) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none">- 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	<p>In order to be admitted to the master thesis, students must have achieved</p> <ul style="list-style-type: none"> - at least 30 ECTS credits (three semesters of study) or - at least 60 ECTS credits (four semesters of study) <p>in accordance with the examination regulations.</p>		
Content	<p>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.</p>		
Target Competencies	<p>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.</p> <p>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.</p> <p>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.</p> <p>They critically reflect on the conclusions and results obtained from this against the background of cross-situational conditions and relevant social expectations and consequences.</p>		

<p>Unit 1</p>	<p>Master Thesis</p> <p>Students present their results in a comprehensible and convincing manner in accordance with recognised and contemporary academic standards for written scientific work.</p> <p>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.</p> <p>With the master thesis, competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level are acquired. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism <p>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.</p>
<p>Examination and Course Achievement</p>	<p>The examination requirement is the completion of a written master thesis.</p>
<p>Basic Literature</p>	<p>In order to complete their master thesis, students must conduct independent research, evaluate and process relevant, current literature on their chosen topic.</p> <p>Depending on the chosen topic, specific literature references will be provided by the supervising lecturers as required.</p>

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	<p>The colloquium can only be held once all other modules of the programme have been passed in accordance with the programme regulations.</p> <p>The assessment process for the written Master's thesis must be completed before the colloquium begins.</p>		
Content	<p>In the colloquium, students present the essential scientific content and the most important findings of their written master thesis.</p> <p>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.</p>		
Target Competencies	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>		

Unit 2	Colloquium
	<p>With the colloquium, competences at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQP) at Master level are acquired. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - 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	<p>The literature used by students depends on the topic and the methods used in the master thesis.</p> <p>Specific literature references will be provided by the supervising lecturers as required, depending on the chosen topic.</p>