

Pursuant to §§ 54 paragraph 1, 67a paragraph 2 no. 3a, 77 paragraph 2 clause 5 no. 1 of the Higher Education Act of the State of Saxony-Anhalt (HSG LSA) in the version from its publication on 1 July 2021 (GVBl. LSA 2021, 368, 369), Harz University of Applied Sciences has passed the following study regulations:

**Study regulations for the degree programme**  
**Business Consulting (M.A.)**

from 19.11.2025

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Please note: This translation is provided as a convenience. The original German version is the sole legally binding document.

## **§ 1 Purview**

- (1) These study regulations apply to the degree programme Business Consulting (M.A.).
- (2) The *Examination regulations for the Master's programmes Business Consulting (M.A.), Tourism and Destination Development (M.A.), Consumer Psychology and Market Research (M.Sc.) and FACT - Finance, Accounting, Controlling, Taxation & Law (M.A.) of the Faculty of Business Studies at Harz University of Applied Sciences* in their currently valid version, apply to this degree programme. Based on these regulations, these study regulations govern the content and structure of the programme as well as the allocation of ECTS credit points to modules.

## **§ 2 Objective of the programme and qualification level**

- (1) The aim of the degree programme is to qualify 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 administration and economic psychology with a systems-oriented perspective on management consulting, graduates are able to independently analyse business problems, develop goal-oriented solutions and prepare these for consulting and implementation with clients. They are also able to independently manage consulting projects in diverse teams and assume leadership responsibility.
- (2) Upon successful completion of the Master's examination, Harz University of Applied Sciences awards the academic degree "Master of Arts (M.A.)". The degree demonstrates the ability to work independently in interdisciplinary contexts based on advanced scientific principles. The degree corresponds to Level 7 of the German and European Qualifications Frameworks and Level 2 of the Qualifications Framework for German Higher Education Degrees.

## **§ 3 Specific structure characteristics**

- (1) The degree programme is offered as a full-time, on-campus programme.
- (2) The degree programme is offered in three-semester and four-semester courses of study. Admission requirements are governed by the *Regulations on admission for the Master's programmes in Business Consulting (M.A.), Tourism and Destination Management (M.A.), Consumer Psychology and Market Research (M.Sc.) and FACT – Finance, Accounting, Controlling, Taxation & Law (M.A.)* in their currently valid version.
- (3) Credit for prior learning acquired outside of higher education may be granted upon application, in accordance with the *Regulations for the recognition and crediting of learning outcomes for Bachelor's and Master's degree programmes at Harz University of Applied Sciences* in their currently valid version.
- (4) The curriculum consists entirely of English-language instruction and learning, with the following exceptions:
  - foreign language lectures
  - Elective Module, see § 3 para. 8
  - Elective Semester, see § 3 para. 9
  - Business Course in German, see § 3 para. 11
  - projects with German-speaking consultation clients

- (5) In this programme, one ECTS credit point is equivalent to 30 hours of work.
- (6) Participation in lectures is regulated by the exam regulations specified in § 1 para. 2.
- (7) Insofar as the courses and examination/course achievement originate from other study programmes at Harz University of Applied Sciences, the type of examination/course achievement and the calculation of the module grades shall be governed by the study regulations of the programme to which the module belongs.
- (8) Students have the following options for the **Elective Course**:
  - Foreign language, except English
  - Module from another Master's programme at Harz University of Applied Sciences

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.

- (9) During the **Elective Semester**, students can choose between a startup semester, a study abroad semester or a work placement semester. 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.
  - a. The startup semester comprises activities for the preparation and implementation of the founding of a startup company. These activities must be appropriate in nature and scope, verifiable and, together with any courses to be taken from the study plan of the Entrepreneurship Semester (*Regulations for the Implementation of an Entrepreneurship Semester at the Faculty of Business Studies* in its currently valid version), must be coordinated with the programme coordinator before the semester and documented in a learning agreement.
  - b. The *Regulations governing study abroad semesters for the degree programmes of the Faculty of Business Studies* in their currently valid version apply to the study abroad semester. The choice of courses during the study abroad period depends on the offerings of the chosen partner university. Further details are governed by the cooperation agreements. If the courses to be taken abroad are not regulated by the agreements with the respective partner university, students will form a learning agreement with the programme coordinator.
  - c. The *Work placement regulations for the degree programmes of the Faculty of Business Studies* in their currently valid version apply to the work placement semester.
- (10) The modules to be completed during the **Integration Semester** are designed to make it easier for students to study at a German university and, if applicable, to later work successfully as management consultants in Germany. In addition to comprehensive German language training, these include courses that impart skills in specific academic work and provide orientation within the economic, cultural and social context of Germany. The grades achieved during the integration semester are documented but are not included in the calculation of the overall grade for the Master's programme.

- (11) In the lecture **Business Course in German** during the Integration Semester, the students complete a lecture in German determined by the Faculty of Business Studies so that they can engage with the German language in an academic setting.
- (12) The foreign language lectures **German as a Foreign Language** can be substituted with alternative lectures if the student is able to verify German proficiency at level B2 or higher of the Common European Framework of Reference for Languages (CEFRL). Opportunities for proving proficiency are shared publicly at the university.
  - Instead of the modules German as a Foreign Language I and II, students can complete modules from the Bachelor's and Master's programmes from the Faculty of Business Studies.
  - Instead of the module German as a Foreign Language III, students can complete a module from another Master's programme at Harz University of Applied Sciences.

The modules 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 alternative lectures, it is important to note, in consultation with the Dean's Office, that participation is only possible if the courses are available in the relevant semester, if they are compatible with the compulsory curriculum timetable taking into account minimum and maximum participant numbers. All courses to be taken must be coordinated with the programme coordinator before participation and documented in a learning agreement.

- (13) Completion times that differ from the lecture times may be stated for the **Research Project**, the **Consulting Project** and the **Master Thesis**. These projects can be conducted at Harz University of Applied Sciences or at another location within or outside of Germany.

#### **§ 4 Standard study time and scope**

- (1) The standard study duration of the three-semester programme option, including the Master's Final Examination, is three semesters. To successfully complete a Master's degree, 90 ECTS credit points must be earned in accordance with the curriculum.
- (2) The standard study duration of the four-semester programme option, including the Master's Final Examination, is four semesters. To successfully complete a Master's degree, 120 ECTS credit points must be earned in accordance with the curriculum.

#### **§ 5 Curriculum**

The curricula (see annexes) are a part of these regulations and specify the content and structure of study, in particular the components of the modules, the allocation of ECTS credit points to modules, the composition of the Master's examination and the calculation of the final Master's grade.

#### **§ 6 Master Final Examination**

- (1) The completion time for the Master Thesis is four months.
- (2) The Master Thesis can be completed at Harz University of Applied Sciences and in combination with work placement at a company or an external research institute. If a student opts for work placement when registering their Master Thesis, this will become a mandatory component of their studies.

## **§ 7 Change to study regulations**

The Board of Examiners can authorise a transition from the prior into the current study regulations of this programme on request. This change must be denied if continuation of the studies according to the new regulations would foreseeably result in a longer study duration. Any transition to prior study regulations is not permitted.

## **§ 8 Application and coming into effect**

- (1) These study regulations apply to students who become newly enrolled as of summer semester 2026.
- (2) These study regulations come into effect upon approval by the President of Harz University of Applied Sciences on the day after their publication within the university via the official bulletin.
- (3) Written on the basis of the decree of the Faculty Board of the Faculty of Business Studies at Harz University of Applied Sciences from 19.11.2025 and the decree by the Senate of Harz University of Applied Sciences from 03.12.2025.

Wernigerode, 17.12.2025

Prof. Dr. Folker Roland  
President of Harz University of Applied Sciences

**Annex 1: Curriculum Business Consulting (M.A.), three-semester programme option, 903\_930**

Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Consulting Experience and Practice	Consulting in Practice	1	4	PW	100%	5	5%
	Lecture Series Consulting	1	1	PW	0%		
Analysing Complex Systems	Cost Benefit Analysis	1	2	PR / PW / WE60 / OE	50%	5	7,5%
	Complex Problem Solving and Networked Thinking	1	2	PW / WE60 / OE	50%		
Strategy and Innovation	Contemporary Strategy Analysis	1	2	PW / WE120	60%	7,5	7,5%
	Strategy Consulting Simulation	1	2				
	Digital Business Models and Innovation	1	2	PW / WE60 / OE	40%		
Advanced Research Methods	Qualitative Methods	1	2	TP / PR / PW / WE120		5	5%
	Quantitative Methods	1	2				
Elective Course		1	4	per § 3 para. 7		5	2,5%
Decision Making and Communication	Communication Skills for Consultants	2	2	PR / PW / OE	0%	5	5%
	Decision Models	2	2	PW / WE60 / OE	100%		
Consulting HRM and Organisation	Organisational Consulting	2	2	TP / PR / PW / WE90 / OE		5	7,5%
	HRM Consulting	2	2				
Digital Transformation	Data Analytics and AI in Consulting	2	2	PW / WE60 / OE	40%	7,5	7,5%
	Agile Requirements Engineering	2	4	PW / WE90 / OE or per § 3 para. 7	60%		
Implementing Solutions	Corporate Valuation and Performance Management	2	2	PW / WE60	50%	5	7,5%
	Evidence-based Change Management	2	2	PW / WE60 / OE	50%		
Research Project		2	0	PW		5	10%

Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Consulting Project	Consulting Project Management	1	2	PR / PW / WE90 / OE		5	5%
	Consulting Project Acquisition	2	2				
	Consulting Project Execution	3	2	PW		10	10%
Master Final Examination	Master Thesis	3		MT		15	10%
	Colloquium	3		CO		5	10%
			47			90	100%

Multiple exam achievements separated by a slash (/) mean that there is only one exam.

The primary form of examination is specified in the module handbook. The form of examination is determined and announced at the beginning of the respective semester.

Abbreviations:

CH	Contact Hours per Week	CO	Colloquium
ECTS	European Credit Transfer and Accumulation System	MT	Master Thesis
S	Semester	OE	Oral Examination
		PR	Presentation
		PW	Project Work
		TP	Term Paper
		WE60 / 90 / 120	Written Examination 60 / 90 / 120 minutes

**Annex 2: Curriculum Business Consulting (M.A.), four-semester programme option  
with Elective Semester in 3<sup>rd</sup> semester, 903\_943**

Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Consulting Experience and Practice	Consulting in Practice	1	4	PW	100%	5	5%
	Lecture Series Consulting	1	1	PW	0%		
Analysing Complex Systems	Cost Benefit Analysis	1	2	PR / PW / WE60 / OE	50%	5	7,5%
	Complex Problem Solving and Networked Thinking	1	2	PW / WE60 / OE	50%		
Strategy and Innovation	Contemporary Strategy Analysis	1	2	PW / WE120	60%	7,5	7,5%
	Strategy Consulting Simulation	1	2				
	Digital Business Models and Innovation	1	2	PW / WE60 / OE	40%		
Advanced Research Methods	Qualitative Methods	1	2	TP / PR / PW / WE120		5	5%
	Quantitative Methods	1	2				
Elective Course		1	4	per § 3 para. 7		5	2,5%
Decision Making and Communication	Communication Skills for Consultants	2	2	PR / PW / OE	0%	5	5%
	Decision Models	2	2	PW / WE60 / OE	100%		
Consulting HRM and Organisation	Organisational Consulting	2	2	TP / PR / PW / WE90 / OE		5	7,5%
	HRM Consulting	2	2				
Digital Transformation	Data Analytics and AI in Consulting	2	2	PW / WE60 / OE	40%	7,5	7,5%
	Agile Requirements Engineering	2	4	PW / WE90 / OE or per § 3 para. 7	60%		
Implementing Solutions	Corporate Valuation and Performance Management	2	2	PW / WE60	50%	5	7,5%
	Evidence-based Change Management	2	2	PW / WE60 / OE	50%		
Research Project		2	0	PW		5	10%



Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Consulting Project	Consulting Project Management	1	2	PR / PW / WE90 / OE		5	5%
	Consulting Project Acquisition	2	2				
	Consulting Project Execution	4	2	PW		10	10%
Elective Semester: Startup Semester Study Abroad Work Placement		3		per § 3 para. 9		30	0%
Master Final Examination	Master Thesis	4		MT		15	10%
	Colloquium	4		CO		5	10%
			47			120	100%

Multiple exam achievements separated by a slash (/) mean that there is only one exam.

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Abbreviations:

CH	Contact Hours per Week	CO	Colloquium
ECTS	European Credit Transfer and Accumulation System	MT	Master Thesis
S	Semester	OE	Oral Examination
		PR	Presentation
		PW	Project Work
		TP	Term Paper
		WE60 / 90 / 120	Written Examination 60 / 90 / 120 minutes

**Annex 3: Curriculum Business Consulting (M.A.), four-semester programme option  
with Integration Semester in 1<sup>st</sup> semester, 903\_941**

	Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Integration Semester	German Culture and Society		1	4	PW / WE60 / OE		5	0%
	German Economy	Business Course in German	1	2	per § 3 para. 7	50%	5	0%
		The German Economy	1	2	PR / PW / WE60 / OE	50%		
	Academic Skills in Germany	Academic Writing (B2)	1	2	PW	50%	5	0%
		Business English: Presentation Skills	1	2	TP / PR / PW / WE90 / OE	50%		
	Managing Diverse Teams	Collaboration in International Teams	1	2	TP / PR / PW / WE60	50%	5	0%
		Intercultural Competence	1	2	TP / PR / PW / WE90 / OE	50%		
	German as a Foreign Language I		1	4	TP / PR / PW / WE120 / OE / WE90+OE		5	0%
	German as a Foreign Language II		1	4	TP / PR / PW / WE120 / OE / WE90+OE		5	0%
	Consulting Experience and Practice	Consulting in Practice	2	4	PW	100%	5	5%
		Lecture Series Consulting	2	1	PW	0%		
	Analysing Complex Systems	Cost Benefit Analysis	2	2	PR / PW / WE60 / OE	50%	5	7,5%
		Complex Problem Solving and Networked Thinking	2	2	PW / WE60 / OE	50%		
	Strategy and Innovation	Contemporary Strategy Analysis	2	2	PW / WE120	60%	7,5	7,5%
		Strategy Consulting Simulation	2	2				
		Digital Business Models and Innovation	2	2	PW / WE60 / OE	40%		
	Advanced Research Methods	Qualitative Methods	2	2	TP / PR / PW / WE120		5	5%
		Quantitative Methods	2	2				
	German as a Foreign Language III		2	4	TP / PR / PW / WE120 / OE / WE90+OE		5	2,5%

Module	Unit	S	CH	Examination / Course Achievement	% of Module Grade	ECTS Credit Points	% of Overall Grade
Decision Making and Communication	Communication Skills for Consultants	3	2	PR / PW / OE	0%	5	5%
	Decision Models	3	2	PW / WE60 / OE	100%		
Consulting HRM and Organisation	Organisational Consulting	3	2	TP / PR / PW / WE90 / OE		5	7,5%
	HRM Consulting	3	2				
Digital Transformation	Data Analytics and AI in Consulting	3	2	PW / WE60 / OE	40%	7,5	7,5%
	Agile Requirements Engineering	3	4	PW / WE90 / OE or per § 3 para. 7	60%		
Implementing Solutions	Corporate Valuation and Performance Management	3	2	PW / WE60	50%	5	7,5%
	Evidence-based Change Management	3	2	PW / WE60 / OE	50%		
Research Project		3	0	PW		5	10%
Consulting Project	Consulting Project Management	2	2	PR / PW / WE90 / OE		5	5%
	Consulting Project Acquisition	3	2				
	Consulting Project Execution	4	2	PW		10	10%
Master Final Examination	Master Thesis	4		MT		15	10%
	Colloquium	4		CO		5	10%
			<b>71</b>			<b>120</b>	<b>100%</b>

Multiple exam achievements separated by a slash (/) mean that there is only one exam.

The primary form of examination is specified in the module handbook. The form of examination is determined and announced at the beginning of the respective semester.

Abbreviations:

CH	Contact Hours per Week	CO	Colloquium
ECTS	European Credit Transfer and Accumulation System	MT	Master Thesis
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