

Syllabus
Event ID GMT6212
Prof. Dr. Frauke Sander
Winter Semester 2023/24

Level	Master	
Credits	3	
Student Contact Hours	30 h	
Workload	90 h	
Prerequisites	none	
Time	September 21/ 22 October 5/6	
Room	W4.1.06 / T1.3.05	
Start Date	See above	
Lecturer(s)	Name	Prof. Dr. Frauke Sander
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Outline of the Course

While exploring the field of Consulting, the course will combine elements of both theory and practice: students are expected to attend lectures that cover the below-mentioned fields and then transfer the theoretical knowledge to practical applications. With the help of full-day case-studies and a number of exercises, the students will have to demonstrate their capability of defining the back-bones of a consulting approach in a competitive bidding and developing a conceptual framework for real consulting cases.

Part I: Lectures

- 1 What is Consulting?
- 2 Development of the Consulting Market
- 3 Phases of a Consulting Project - Overview
- 4 Selling Projects as part of *Project Initiation*
- 5 Selected Techniques of *Project Realization*
> Drafting Business Cases
- 6 Selected Techniques of *Project Realization*
> Business Models & Processes
- 7 Organization and Staff of Consulting Firms

Part II: Case studies

The course includes two full-day case studies

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Term Paper	Presentation
			50%	50%
			Collective	Individual
1 Responsible Leadership in Organizational Contexts				
1.4	... to act responsibly from a scientific self-understanding and to act professionally.	... analyze possible solutions for operational issues with a sufficient information basis in terms of quantity and quality, structure work content, organise the development of solutions efficiently and, if necessary, coordinate with other team members	x	x
2 Creative Problem Solving Skills in a Complex Business Environment				
2.1	... to identify & classify problems.	...to understand the consulting process and transfer customer problems into a project structure	x	x
2.2	... to analyze problems.	...structure problems and transfer them into a project approach ...analyse business issues and their impact in a structured way in a business case ...systematically record and document operational processes	x	x
2.3	... to creatively solve problems.	...identify possible solutions for the identified problems on the basis of the methods dealt with (business case development / process analysis)	x	x
2.4	... to explain problems and their solutions in a comprehensive manner.	...prepare solutions in a suitable manner and present them in such a way that decisions can be made	x	x
3 Applied research skills				
3.1	... to know the research and analysis methods important in his/her field of study.	...learn the basic procedure for creating a business case and a process analysis	x	x
3.2	... to appropriately apply the research and analysis methods.	...apply these basics to concrete case studies	x	x
4 Innovation management and management of digital transformation				
4.1	... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.	...gain first insights into a data-based process analysis		x
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities				
5.1	... to have a sound basic knowledge of sustainability issues.	...learn to include qualitative aspects such as sustainability considerations in their decision-making in addition to financial results used in a business case	x	

Teaching and Learning Approach

The course combines theory and practice by first explaining the theoretical basics of terminology and procedures. Subsequently, what has been learned is applied and deepened in two full-day case studies.

Literature and Course Materials

Kubr, Milan (2005): Management Consulting: A Guide to the Profession

Block, Peter (2023): Flawless Consulting: A Guide to Getting Your Expertise Used

Nissen, Volker (2018): Digital Transformation of the Consulting Industry, Springer (e-book available)

Hofmann, Martin (2021): A Holistic Approach to Process Optimisation, Springer (e-book available)

Vom Brocke, Jan / Rosemann, Michael (2015): Handbook on Business Process Management, Springer (e-book available)

De Sordi, José Osvaldo (2023): Management by Business Process, Springer (e-book available)

Sheen, Ray / Gallo, Amy (2015): HBR Guide to Building Your Business Case

Taschner, Andreas (2017): Business Cases – ein anwendungsorientierter Leitfaden, 3. Aufl. Springer (e-book available)

Assessment

The grading will be based upon the quality of

- a **business case** to be developed by student teams
- a **summary of selected improvement measures** for the business process improvement case discussed in class prepared by all students individually

The documents should have a clear structure, contain all relevant elements, be comprehensible, plausible and the documentation should be prepared in an adequate visual format.