COURSE SYLLABUS
Consulting: Processes and Skills, 7.5 credits

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Course Code:	JCPR23	**Education Cycle:**	Second-cycle level
Confirmed by:	Council for Undergraduate and Masters Education Jan 15, 2024	**Disciplinary domain:**	Social sciences (70%) and natural sciences (30%)
Revised by:	Council for Undergraduate and Masters Education May 2, 2023	**Subject group:**	FE1
		Specialised in:	A1N
Valid From:	Jan 13, 2025	**Main field of study:**	Business Administration
Version:	3		

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Understand the business of consulting and the nature of consulting work.
2. Understand different sources of client uncertainty.
3. Understand key ingredients in client satisfaction and client relationship management.
4. Understand communication strategies for consulting work.

Skills and abilities

5. Professional use of office software and content creation strategies/techniques for practice-oriented reports.
6. Apply structures for effective communication of consultancy output in writing and presentation. Prioritize information selection and order of arguments in relation to the objective.
7. Application of project management skills in consultancy projects.
8. Delimit, package, and propose consultancy solutions in uncertain environments, including assessment of information needs, resource requirements and task delimitation.

Judgement and approach
9. Make a sound judgment in the absence of complete information.

Contents

The course will be practically oriented and let students engage with real-world companies and problems in a professional way. The course is designed to involve real consulting agencies in the course and work with "real" consulting cases where students are trained to "manage" digital business projects.

The course will help students develop skills associated with planning and delivering a digital business consulting project. This includes use of office software - particularly PPT, Excel and Outlook - and how to design deliverables of a consultancy assignment – e.g. via report design, information selection, and presentation strategies and skills. The course also focuses on effective

communication e.g. in a case or client scenario, via presentation and use of pre-produced templates for quick production of presentation slides, preparation of backup slides, and use of resources to enhance communication effectiveness (e.g., social media, examples/best practices). The course will be interactive and contain a number of practical workshops that allows students to train their skills.

It will also focus on managing and planning consultancy work – idea generation and brainstorming techniques, as well as tools for information gathering and structuring, such as the McKinsey Pyramid. The course also aims to train the students in "selling knowledge as a service" - dealing with uncertain projects and uncertain clients in uncertain environments – task definition, task delimitation, client handling, and persuasive project sales and project ending.

Connection to Research and Practice

The course has a strong practical connection. Industry partners will deliver course segments and give guest lectures. The skillsets and tools covered in the course are continuously determined and delivered in collaboration with the consulting industry. Tools taught are of practical relevance and the teaching mode of the course is also highly practical and applied where students continuously learn by doing.

The course is multidisciplinary and course contents are anchored in contemporary research on business communication, project management and organizational communication.

Type of instruction

The course demands that all students actively participate and take charge of their own learning. Self-study on online learning platforms are used for individual skill modules. Lectures and workshops provide additional knowledge components. Group projects will allow the students to further apply course contents in practical exercise.

The teaching is conducted in English.

Prerequisites

Bachelor's degree (i.e the equivalent of 180 ECTS credits at an accredited university) with at least 30 credits in Business Administration and 30 credits in one (or a combination) of the following areas: Business Administration, Economics, Industrial Engineering and Management, Business Analytics, Informatics, Information Technology, Communication, Commerce (or the equivalent). Proof of English proficiency is required.

Examination and grades

The course is graded A, B, C, D, E, FX or F.

Individual skill modules PPT, Excel, Outlook and other tools. 2 credits – ILO 5, 6, 7
Individual exam (mainly multiple choice) 2,5 credits – ILO 1, 2, 3, 4,
Group project and presentation 3 credits – ILO 1, 2, 3, 4, 5, 6, 7, 8, 9

Registration of examination:

Name of the Test	Value	Grading
Group assignment[I]	3 credits	A/B/C/D/E/FX/F
Individual skill modules[I]	2 credits	U/G
Individual exam[I]	2.5 credits	A/B/C/D/E/FX/F

[I] All parts of the compulsory examination in the course must be passed with a passing grade (A-E or Pass) before a final grade can be set. The grade is set in accordance with JIBS grading policy.

Course evaluation

It is the responsibility of the examiner to ensure that each course is evaluated. At the outset of the course, the programme evaluators in the course must be contacted. In the middle of the course, the examiner should meet the programme evaluators to identify strengths/weaknesses in the first half of the course.

At the end of the course, the examiner should remind students to fill in the survey. The examiner should also call a meeting with the programme evaluators to debrief the course, based on course evaluation data and comments. The next time the course runs, students should be informed of any measures taken to improve the course based on the previous course evaluations.

At the end of each study period, JIBS' Director of Quality and Accreditation crafts a "Course Evaluation Quarter Report", presenting the quantitative results from course evaluation surveys. The Associate Dean of Education, The Associate Deans of Faculty, Programme Directors, and JSA President and Quality receive the report.

Other information

Academic integrity

JIBS students are expected to maintain a strong academic integrity. This implies to behav within the boundaries of academic rules and expectations relating to all types of teaching and examination.

Copying someone else's work is a particularly serious offence and can lead to disciplinary action. When you copy someone else's work, you are plagiarising. You must not copy sections of work (such as paragraphs, diagrams, tables and words) from any other person, including another student or any other author. Cutting and pasting is a clear example of plagiarism. There is a workshop and online resources to assist you in not plagiarising called the Interactive Anti-Plagiarism Guide.

Other forms of breaking academic integrity include (but are not limited to) adding your name to a project you did not work on (or allowing someone to add their name), cheating on an examination, helping other students to cheat and submitting other students work as your own, and using non-allowed electronic equipment during an examination. All of these make you liable to disciplinary action.

Course literature

Literature

A list of articles and online materials will be provided at the course introduction.