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Consulting Project

Course ID: MIBU-7FCONP-20

Course type: Regular IBS program, Full-time

Credits: 10 EC

Category: Main phase 2

Instruction language: English

Offered by: Hogeschool Utrecht - Faculty of Economics and Management - International Business Utrecht - EM-IBS Institute for International Business Studies - Institute for International Business Studies

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Consulting project
International Business Studies

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1 Course Description

This project will focus on consulting. Consulting can be considered a special form of management activity. It can have many different purposes. First of all, it can be used to just provide information on which management decisions can be based. It can also be that specialized expertise needs to be brought into the organisation because it is not available internally. It can also be used to bring a new perspective to the organisation, like innovation or culture change. Usually, there are certain mindsets, strong corporate culture, entrenched ways of thinking in the organisation that block processes of change. Outsiders can bring a fresh new perspective and help managers to take a new look at existing problems or challenges. Consultants can aid management in obtaining certain resources, expanding networks, and through specialist knowledge advice on how to secure the resources. It is safe to say that all business changes, the process, however, is often difficult and experienced by many as painful. A consultant can help to organise the change management needed in the organisation.

A management consultant looks at the strategic processes of an organisation. It can include strategy, sales, marketing or marketing research, business development and finance. It can be about the 'hard' side of the business, like operations management, ICT or other technology, and risk management. Also on the 'soft' side of business like human resources, organisational development, interim management or outsourcing, consulting services are needed.

In this project, the learner will take up the role of a consultant. The learner will need to cooperate and collaborate in a team, work in a project management setting, and do excellent research. The research topic can be acquired by the learners, or provided by the lecturers. It needs to involve a real client with a specific need. It can be in the area of internationalisation, organisational change, market research, business development or policy. The client will need clear advice and be offered the product of research, like a report and be presented the results with a following discussion about the findings. a specified consulting process the project will be carried out.

The consulting process will follow a particular pattern, like described in the figure below. Even though projects will have different characteristics and timing these phases will always be present.



In this consulting project, we'll apply these stages to help the consulting teams to plan their activities. Although each consulting process will be different we can make use of these stages to steer the project towards a satisfactory result for the client. Throughout the project, we'll monitor the project performance to ensure that the objectives will be met.

2 Place in the Curriculum and Related Courses

This is a fourth-year course that is obligatory for all IBS students. Related courses are: Consulting Skills MIBU-7FCONS-20, Digital Research Skills MIBU-7FDIRS-20 and Business Domain MIBU-7FBDO-20

3 Study Burden

This course is worth **10 EC's**. That means you should be working on this course for 280 hours.

Keep in mind the value you will add to the clients business. Is the work you do valuable and how much would you estimate it will be worth? If you were to present an invoice to the client could you bill the hours you say you have spent on the project to the client?

Say you charge 100,- Euro an hour and you have been working in a team of 4. $4 \times 100 \times 280$ is € 112.000,00. Is that the value of your report?

So it is important to have a realistically planned project. Keep your activities attuned to the clients' expectations and make clear what hours spend on the project you would consider billable. You need to show in an Excel file the activities per week per student and the number of hours spent.

Under 12 weekly activities, you can see the weekly workload.

4 Pre-requisites

None. The semester 7 program assumes you have good working knowledge in International Business Studies.

5 Exemption Possibilities

None

6 Competencies

This course will address the following IBS program learning outcomes:

Code	Program Learning Outcome	Level	Group or Individual tested	Module Learning Outcome
WW7	Produce management information from various data sources in an international business environment.	2	Group	(1) Has a good knowledge of key aspects of management information. (2) Is able to produce integrated information from diverse sources of external data, in a constructed or simple-real environment, using own judgement under supervision.
LW9	Respond appropriately to an unfamiliar, or unexpectedly changing, business environment.	3	Group	(1) Is able to respond as a group, to unforeseen and unanticipated situations in a business environment.
LW14	Assess the effect of cultural differences upon organizational behavior and strategic choices.	2	Individual	(1) Is able to assess the consequences of cultural differences of the behavior of agents in the organization or country.
TWM18	Evaluate financial performance of the organization from different stakeholders' perspectives.	2	Individual	(1) Has a good working knowledge of financial performance tools and techniques. (2) Capable of using own judgement under supervision to perform integrated analysis and interpretation of simple financial data in a constructed or simple real environment. (3) Understand differences in different stakeholders perspectives in both short term and long term.

TWM20	Evaluate the operations processes within and between organizations.	2	Individual	(1) Has a good working knowledge of operations processes within and between organisations. (2) Is able to perform integrated analysis and interpretation of operations processes within and between organisations and formulate recommendations for the operations processes in a constructed or simple-real environment using own judgement under supervision by adopting predefined processes and theory.
TWM21	Manage the operations processes within and between organizations.	2	Individual	(1) Has a good working knowledge of the management of operations processes within and between organisations. (2) Able to manage integrated operations to an acceptable standard under supervision in a constructed or simple-real environment by adopting predefined processes and theory.
TWM23	Assess the impact of change on the organization.	2	Individual	(1) Has a good working knowledge of the impact of change on organisations. (2) Capable of performing integrated assessment of the impact of change on an organisation in a constructed or simple-real environment, under supervision using own judgement and a predefined assessment process to an acceptable standard.

7 Didactic Forms

This course has a learner-centred teaching approach. It is characterized by students being in charge of the processing of information, managing teams, and making motivated decisions in the choice of research, subject matter, and project management.

90 minutes are scheduled in the first term and 2 x 90 minutes in the second term.

8 Assessment

Type of Assessment	Weight	Min. Mark
Report and essay	100 %	5,5

There is a resit opportunity will be a repair. Students need to register in Osiris for the second opportunity to be allowed to do the repair assignment.

In the course, we will make use of self-assessment and peer assessment. It will be used to monitor the performance of the project and the team members, to determine the needs of the learners, and to set adjusted goals with keeping the minimum final requirements in mind. It all is part of the formative assessment.

The summative (graded) assessment will be the presentation and the report.

All handed in assignments will be uploaded into the HU's Plagiarism Program. If plagiarism is detected it will result in a failing grade for the course and students will be reported to the Exam Board.

9 Course Material and Literature

The course will provide instructions, reading materials and videos via Canvas and msTeams. No books are required.

10 Course Evaluation

Evaluation by students of this course will be done at the end of the block.

12 Weekly activities

week	date	project activity	contact time	team meeting	individual work time
week 1	9-nov-20	Introduction	1,5	2	8
week 2	16-nov-20	Project initialisation	1,5	2	8
week 3	23-nov-20	Preliminary analysis	1,5	2	8
week 4	30-nov-20	Project Scope Statement	1,5	2	8
week 5	7-dec-20	Project planning, setting of milestones	1,5	2	8
week 6	14-dec-20	Start research	1,5	2	8
x-mas	21-dec-20				
x-mas	28-dec-20				
week 7	4-jan-21	Research	1,5	2	8
week 8	11-jan-21	Research		2	8
week 9	18-jan-21	Research		2	8
week 10	25-jan-21	Research		2	8
week 11	1-feb-21	Research	3	2	8
week 12	8-feb-21	Research	3	2	8
week 13	15-feb-21	Research	3	2	8
spring holiday	22-feb-21			2	8
week 14	1-mrt-21	Research	3	2	8
week 15	8-mrt-21	Research	3	2	8
week 16	15-mrt-21	Research	3	2	8
week 17	22-mrt-21	26 March Presentation of Report	3		
week 18	29-mrt-21	Evaluation	1,5	2	8
week 19	5-apr-21	(repair)			
week 20	6-apr-21	(repair)			
			33	36	144