

## Business Consulting Toolkit

UGRA\_016142

---

|                     |                                                     |
|---------------------|-----------------------------------------------------|
| Departments         | Department of Strategy & General Management         |
| Teaching Languages  | English                                             |
| ECTS                | 4                                                   |
| Teacher responsible | Oscar-Jan Batista Zazurca - oscar.batista@esade.edu |

---

### Course Goals

The aim of this course is to provide state-of-the-art knowledge and skills on tools commonly used in consulting projects. Along the course, the student will have the typical inputs available during a consulting project, such as planning, stakeholder requirements, external sources of information, and will be challenged to manage them in an efficient and traceable way. The student will know how to leverage the opportunities offered by mature tools for the modern work place, including Excel and PowerPoint and also specific tools for Project Planning, Project Management, Monitoring and Business Intelligence. The student will also be introduced to the impact of Artificial Intelligence in Consulting Projects.

### Previous knowledge

Strategic Consulting Mindset is a solid basis of previous knowledge for this Course, as an introduction to the Consulting industry, Consulting Firms and Consulting Engagements. It provides the necessary foundations of strategic thinking-process, problem-solving, strategic formulations, market analysis, financial analysis among other pertinent subjects.

Also some knowledge of Management, Marketing, Accounting and Finances could be very useful.

### Prerequisites

Strategic Consulting Mindset Course is highly recommended

### Teaching methodology

Course methodology includes:

- Tools
- Frameworks
- Group presentations
- Practical Exam

### Description

This Course is the second Module of the Consulting Minor, after Strategic

## Course contribution to program

Consulting Mindset

## Short description

The aim of this course is to provide state-of-the-art knowledge and skills on tools commonly used in consulting projects. Along the course, the student will have the typical inputs available during a consulting project, such as planning, stakeholder requirements, external sources of information, and will be challenged to manage them in an efficient and traceable way. The student will know how to leverage the opportunities offered by mature tools for the modern work place, including Excel and PowerPoint and also specific tools for Project Planning, Project Management, Monitoring and Business Intelligence. The student will also be introduced to the impact of Artificial Intelligence in Consulting Projects.

## Content

| #  | Topic                                                                                                                                                                                                                                                                                  |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Introduction to Consulting Projects and Phase 1: Scope of the Project 1.1. Understand the client and Manage Project Scope: - Types of Projects - Phases of the Consulting Projects - Project Planning - Problem understanding and framing (Scope of the Project) - Manage Expectations |
| 2  | Phase 1.2. Industry expertise: - Becoming an expert in 1 week - Consulting Firm internal resources - Artificial Intelligence tools (1/2) - Interviews (1/2)                                                                                                                            |
| 3  | Phase 2: Diagnosis. 2.1. Company Analysis: - Introduction to Diagnosis - Company documentation and systems - Interviews (2/2) - Excel (1/3) - Diagnosis frameworks                                                                                                                     |
| 4  | Phase 2: Diagnosis. 2.2. Market Analysis: - External Sources of information - Market analysis foundations - Excel (2/3)                                                                                                                                                                |
| 5  | Phase 2: Diagnosis. 2.3. Benchmarking: - Industry Best practices - External benchmarks - Artificial Intelligence tools (2/2) - Power Point (1/2)                                                                                                                                       |
| 6  | Diagnosis Competition: - Modeling Competition - Simulation of real case                                                                                                                                                                                                                |
| 7  | Phase 3: Dream (Strategic Alternatives): - Strategic Alternatives - Scenario simulation - Design thinking workshops - Power Point (2/2)                                                                                                                                                |
| 8  | Phase 4: Implementation: - Roadmap - Waterfall & Agile - Excel (3/3)                                                                                                                                                                                                                   |
| 9  | Phase 5: Closing and follow-up: - Project closing - Post-mortem and feedback - Follow-up and monitoring - PowerBI                                                                                                                                                                      |
| 10 | Final Exam: - Practical Exam - Course Wrap-up                                                                                                                                                                                                                                          |

## Assessment

| Tool          | Assessment tool                           | Category       | Weight % |
|---------------|-------------------------------------------|----------------|----------|
| Group project | Group Project (including Peer Evaluation) | Ordinary round | 40.00%   |
| Quizzes/tests | Practical Exam                            | Ordinary round | 40.00%   |

| Tool                                       | Assessment tool               | Category       | Weight % |
|--------------------------------------------|-------------------------------|----------------|----------|
| In-class analysis and discussion of issues | Active participation in class | Ordinary round | 20.00%   |

## PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA20 Year 4 (Optative)

BBA20 Year 1 (Optative)

BBA20 Year 3 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA23 Year 3 (Optative)

BBA23 Year 4 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA25 Year 1 (Optative)

BBA25 Year 3 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI23 Year 3 (Optative)

DBAI23 Year 4 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)

GBD20 Year 1 (Optative)

GBD20 Year 4 (Optative)

GBD23-Double Degree in Business Administration and Law (Undergraduates: Law)

GBD23 Year 4 (Optative)