



TEACHING GUIDE - 2026-2027

## Consulting Academy

UGRA\_017241

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|                     |                                               |
|---------------------|-----------------------------------------------|
| Departments         | Department of Strategy & General Management   |
| Teaching Languages  | English                                       |
| ECTS                | 6                                             |
| Teacher responsible | Emma Felipe Fernández - emma.felipe@esade.edu |

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### Course Goals

The Consulting Academy equips students with the analytical, interpersonal, and professional skills required to approach complex organizational and societal challenges using consulting methodologies. Through experiential learning, students learn to transform ambiguity into structured analysis, develop evidence-based recommendations, and communicate solutions that create sustainable value across business, public, and non-profit contexts.

This course aims to equip students with the mindset, methods, and practical skills used by professional consultants to solve complex strategic and organizational problems. Through experiential learning, case analysis, and project-based work, students will develop the ability to structure ambiguous problems, generate evidence-based recommendations, and communicate effectively with diverse stakeholders. By the end of the course, students will be able to:

1. Understand the consulting profession, including its roles, ethical responsibilities, methodologies, and career opportunities across the public, private, and social sectors.
2. Apply structured problem-solving approaches to complex and ambiguous challenges by defining problems, developing hypotheses, gathering evidence, and synthesizing findings into actionable recommendations.
3. Use analytical frameworks and data to support strategic decision-making, integrating qualitative and quantitative information appropriately.
4. Develop client-oriented solutions that consider organizational, economic, legal, governance, and societal dimensions, reflecting the interdisciplinary nature of the Global Governance programs.
5. Communicate recommendations persuasively through professional presentations, executive summaries, and consulting-style storytelling tailored to different audiences.
6. Collaborate effectively in consulting teams, demonstrating project management, leadership, teamwork, and constructive feedback skills under realistic consulting constraints.

7. Critically evaluate the impact of consulting recommendations, considering ethical implications, sustainability, diversity, stakeholder interests, and long-term implementation challenges.

8. Reflect on personal and professional development, identifying strengths and areas for growth relevant to consulting and other analytical, leadership-oriented careers.

## Previous knowledge

No prior knowledge or experience in consulting is required.

Students are expected to have acquired, through their previous coursework, fundamental competencies in analytical thinking, critical thinking, and problem-solving, as well as a basic understanding of economics, organizations, governance, and public policy analysis relevant to the program.

In addition, students are expected to possess basic teamwork, oral and written communication skills, and the ability to analyze and interpret both qualitative and quantitative information. These competencies will be further developed and applied throughout the course.

## Prerequisites

No prior knowledge or experience in consulting is required.

Students are expected to have acquired, through their previous coursework, fundamental competencies in analytical thinking, critical thinking, and problem-solving, as well as a basic understanding of economics, organizations, governance, and public policy analysis relevant to the program.

In addition, students are expected to possess basic teamwork, oral and written communication skills, together with the ability to analyze and interpret both qualitative and quantitative information. These competencies will be further developed and applied throughout the course.

## Teaching methodology

The course is based on an active and experiential learning approach, placing students at the center of the learning process and emphasizing the practical application of consulting knowledge, methodologies, and professional competencies.

Throughout the course, students will work on real and simulated business cases, develop a team-based consulting project, and participate in practical activities that replicate the different stages of a consulting engagement, from problem definition to the presentation of recommendations to the client.

The main teaching methods include:

- Interactive lectures to introduce key consulting concepts, frameworks, tools, and methodologies.
- Case study analysis and discussion to develop critical thinking,

analytical reasoning, and decision-making skills.

- Project-Based Learning (PBL) through the development of a team consulting project addressing a real or simulated organizational challenge.
- Practical workshops focused on developing core consulting skills, including problem structuring, hypothesis generation, data analysis, recommendation development, and presentation techniques.
- Collaborative teamwork, fostering leadership, project management, coordination, and constructive peer feedback.
- Oral presentations and client-style proposal presentations, in which students communicate their analyses and recommendations following professional consulting standards.
- Faculty coaching and feedback sessions to monitor team progress and provide continuous guidance throughout the consulting project.

The course adopts a learning-by-doing philosophy, encouraging reflection, collaboration, and the integration of knowledge from multiple disciplines to address complex organizational and societal challenges.

## Description

### Course contribution to program

The Consulting Academy course contributes to the competency profile of the Bachelor in Global Governance, Economics and Legal Order by providing a practical and interdisciplinary approach to analyzing and solving complex organizational and institutional challenges.

Through consulting methodologies, students integrate knowledge acquired in areas such as economics, governance, law, and management, applying it to real and simulated situations that require strategic thinking, rigorous analysis, and evidence-based decision-making.

The course also strengthens key transversal competencies developed throughout the program, including critical thinking, structured problem-solving, teamwork, leadership, effective communication, project management, and the ability to perform effectively in complex, multicultural, and uncertain environments.

Finally, the course promotes an ethical and impact-oriented perspective by encouraging students to design sustainable and responsible solutions that take into account the needs of diverse stakeholders and contemporary global challenges. These competencies are highly relevant not only for careers in consulting, but also for professional roles in international organizations, public institutions, private companies, and non-profit organizations.

### Short description

Consulting Academy is an experiential elective course designed to introduce students to the mindset, methodologies, and professional practices of management consulting. The course equips students with practical tools to

analyze complex organizational and societal challenges, structure ambiguous problems, develop evidence-based recommendations, and communicate solutions effectively.

Through a combination of interactive lectures, case discussions, workshops, and a team-based consulting project, students experience the key stages of a consulting engagement, from problem definition and data analysis to client presentations. Drawing on concepts from economics, governance, law, strategy, and management, the course emphasizes interdisciplinary problem-solving, teamwork, ethical decision-making, and client-oriented thinking.

While the course provides valuable insights into the consulting profession, its primary objective is to develop analytical, communication, and leadership competencies that are transferable to a wide range of careers in consulting, business, government, international organizations, and the non-profit sector.

## Content

| # | Topic                                                                                                                                                                                                                                                                                                                                                                                                |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Introduction to Consulting and the Consulting Process - The consulting profession: types of consulting, roles, and areas of practice. - The consultant's role and the client-consultant relationship. - Professional ethics and consulting standards. - The consulting engagement lifecycle. - Problem definition and structuring complex challenges.                                                |
| 2 | Analysis and Diagnosis: - Information gathering and research techniques. - Qualitative and quantitative analysis. - Hypothesis-driven problem solving. - Analytical frameworks and diagnostic tools. - Root cause analysis and opportunity identification.                                                                                                                                           |
| 3 | Solution Design and Recommendations: - Generating and evaluating alternative solutions. - Developing strategic recommendations. - Assessing feasibility, impact, and risks. - Prioritizing initiatives and creating implementation roadmaps. - Change management considerations.                                                                                                                     |
| 4 | Client Communication and Stakeholder Management: - Effective communication in consulting. - Executive presentations and consulting storytelling. - Executive reports and data visualization. - Managing client meetings and expectations. - Negotiation, influence, and stakeholder management.                                                                                                      |
| 5 | Applied Consulting Project: - Development of a team-based consulting project addressing a real or simulated organizational challenge. - Integrated application of consulting methodologies and analytical tools. - Project planning and team collaboration. - Final presentation of recommendations to a client or evaluation panel. - Reflection on learning outcomes and professional development. |

## Assessment

| Tool                                           | Assessment tool          | Category                  | Weight % |
|------------------------------------------------|--------------------------|---------------------------|----------|
| Teamwork with companies or other organizations | Group Consulting Project | Retake and ordinary round | 20.00%   |

| Tool                                | Assessment tool           | Category                  | Weight % |
|-------------------------------------|---------------------------|---------------------------|----------|
| Peer evaluation                     | Peer Evaluation           | Retake and ordinary round | 20.00%   |
| Group project                       | Group Class Presentations | Retake and ordinary round | 10.00%   |
| Participation in program activities | Class Participation       | Retake and ordinary round | 20.00%   |
| Quizzes/tests                       | In-class Quizz            | Ordinary round            | 20.00%   |
| Individual or team exercises        | In-Class Exercise         | Ordinary round            | 10.00%   |
| Quizzes/tests                       | Re-Take Quizz             | Retake                    | 30.00%   |

## PROGRAMS

G114-Global Governance Exchange Program (Undergraduates: Law)

G114 Year 1 (Optative)

GEL23-Bachelor in Global Governance, Economics and Legal Order (Undergraduates: Law)

GEL23 Year 3 (Optative)