

## Syllabus

### Course description

<b>Course title</b>	<b>Business Consulting Lab</b>
<b>Course code</b>	<b>25454</b>
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	LM-77 Accounting and Finance
<b>Semester</b>	2 <sup>nd</sup> semester, ay 2023/2024
<b>Year</b>	2 <sup>nd</sup>
<b>Credits</b>	3
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	-
<b>Attendance</b>	<p>Because of the laboratory character of this course which contains active off-campus / on-site work with firms and organizations, and a possible collaboration with international students from Baruch college full commitment and active participation is needed from those students who work on client projects, as it is crucial to achieve the learning objectives associated with the specific purpose and design of the course (e.g., interaction, teamwork, negotiation).</p> <p>There is the need to notify the lecturer until December, 20<sup>th</sup> regarding the decision to attend and participate as a full team member.</p> <p>Those students who decide to take the course –e.g., because it is mandatory– but are neither willing or able to attend/participate, should indicate these in written form before the start of the semester (latest: end of February). They will be provided with a term assignment with a comparable workload and limited processing time, i.e. 3 months.</p> <p>Those who fail with the term assignment or bail out of the assigned consulting project will be provided with a new assignment.</p>
<b>Prerequisites</b>	Successful completion of the Ms course “Advanced Strategic Management” is recommended.
<b>Course page</b>	Will be set up on OLE

<b>Specific educational objectives</b>	<p>The objective of this laboratory is to apply and thereby broaden students’ skills with regard to analyzing and crafting strategies, organizational structures, processes, information management and corresponding technologies. Additionally, soft-skills and interpersonal ability to communicate and negotiate should be developed and/or improved.</p>
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	<p>Students –ideally in collaboration with a similar cohort from Baruch College– will be assigned to specific business problems of firms and conduct consulting tasks that include application of knowledge acquired in previous courses especially in the BAC track of the Ms A&amp;F or comparable majors.</p> <p>Through presenting the results of the consulting work in front of clients, lecturers, and fellow students communication skills are enhanced.</p>
<b>Lecturer</b>	<p>Michael Nippa Office E 305 <a href="mailto:michael.nippa@unibz.it">michael.nippa@unibz.it</a>, +39 0471 013181 <a href="http://www.unibz.it/en/economics/people/StaffDetails.html?Personid=35249&amp;hstf=35249">www.unibz.it/en/economics/people/StaffDetails.html?Personid=35249&amp;hstf=35249</a></p>
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	German, depending on collaborating firms English and Italian will be useful, too.
<b>Office hours</b>	18 - aligned to needs of the course; consultations are always possible based on a decent e-mail request
<b>Lecturing assistant</b>	Not foreseen
<b>Teaching assistant</b>	Not foreseen
<b>Office hours of assistant</b>	Not foreseen
<b>List of topics covered</b>	<ul style="list-style-type: none"> <li>• Role and functions of management consultants</li> <li>• Methods, instruments, and tools of management consulting</li> <li>• Communication with clients</li> <li>• Reporting and presenting results</li> </ul>
<b>Teaching format</b>	<p>Some basic introductory sessions, frequent feedback and (re)directing sessions, final presentation preferably in front of clients</p> <p>Roundtable discussions and self-reflection.</p>
<b>Learning outcomes</b>	<p><u>Knowledge and understanding:</u> Knowledge of key aspects of management consulting and methodological approaches</p> <p><u>Applying knowledge and understanding:</u> Applying this knowledge through interpreting the task, setting up a project, collaborate with team members and the client, to presenting results</p> <p><u>Making judgments:</u> Ability to comprehend the clients' needs and restrictions, to choose appropriate methods and presentation tools.</p> <p><u>Communication skills:</u> Learn and practice to communicate effectively with client, team members, and supporting lecturing staff.</p> <p><u>Learning skills:</u> The need to gather and interpret data from different sources to solve or at least illustrate management problems advances learning skills.</p>

<p><b>Assessment</b></p>	<p>Attending/active participation assess by peer team members: Efforts and engagement shown 'in-class' and in the client-student (consulting) situation; demonstrated ability to access internal and external data-sources to solve the problem (30%), final report (50%), and team presentation (20%).</p> <p>Non-attending/no participation: Quality of a scholarly review article (20 text pages; approx. 10,000 words plus references, appendices if needed) on topical issues relevant for example to the consulting sector. Topics will be provided exclusively at the beginning of the term on request by the lecturer – they cannot be chosen individually. The due date of the work will be determined. A brief 'contract' based on an exposé provided by the student will be signed or agreed upon by the candidate and the lecturer. It is expected that the student shows exceptional effort for being provided an exception, i.e. non-attending. Knowledge of the basic literature listed below is required as well as proficiency in writing scholarly papers (80%). The paper should be presented to the attending students (15 Minutes) following by an in-depth discussion (20%). The paper has to be written and presented in German, as German is the official language of the course. The student may decide to provide an extra English version, too.</p>
<p><b>Assessment language</b></p>	<p>German</p>
<p><b>Evaluation criteria and criteria for awarding marks</b></p>	<p>Attending/active participation: See above; clients' satisfaction and evaluation; breadth and depth of analyses; quality of report (content and formal requirements); quality of presentation (content and presentation skills)</p> <p>Non-attending/no participation: Content (complexity and difficulty), structure, comprehensiveness, writing, quantity and quality of scholarly sources used, and formal issues (e.g. citation and layout) – in short rigor and relevance and quality of presentation (content and presentation skills).</p>
<p><b>Required readings</b></p>	<p>Grant, R.M.: "Contemporary Strategy Analysis", 9<sup>th</sup> ed., Wiley (ISBN: 9781119120834)</p> <p>Nippa, M. &amp; Petzold, K. „Functions and Roles of Management Consulting Firms - an Integrative Theoretical Framework." In: A.F. Buono (Ed.), <i>Developing Knowledge and Value in Management Consulting: Research in Management Consulting, Volume 2</i>. Information Age: Greenwich, CT: pp. 209-230.</p>
<p><b>Supplementary readings</b></p>	<p>Nippa, M. &amp; Schneiderbauer, D. (2004) „Erfolgsmechanismen der Top-Management-Beratung. Einblicke und kritische Reflexionen von Branchenken- nern." Physica: Heidelberg, Berlin.</p>

Rothaermel, F.: Strategic Management, 3<sup>rd</sup> ed., McGraw Hill (ISBN: 9781259760556)