

Syllabus

Descrizione corso

Titolo insegnamento	Laboratorio in consulenza aziendale
Codice insegnamento	25454
Titolo aggiuntivo	
Settore Scientifico-Disciplinare	NN
Lingua	Tedesco
Corso di Studio	Corso di laurea magistrale in Accounting e Finanza
Altri Corsi di Studio (mutuati)	
Docenti	prof. Michael Claus Erhard Nippa, Michael.Nippa@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35249
Assistente	
Semestre	Secondo semestre
Anno/i di corso	2
CFU	3
Ore didattica frontale	36
Ore di laboratorio	-
Ore di studio individuale	-
Ore di ricevimento previste	9
Sintesi contenuti	This course gives students the opportunity to apply knowledge from previous studies to real consulting projects for client firms, in some cases in collaboration with peers from Baruch College. It combines analytical work on strategy, structures, and processes with the development of communication, teamwork, and negotiation skills in cross-cultural settings. Students learn the role and methods of management consultants by interpreting client needs, designing solutions, and presenting results to external stakeholders. Teaching includes kick-off sessions, weekly guidance and feedback, and a final presentation before clients, lecturers,

	<p>and fellow students.</p> <p>Assessment offers two options:</p> <p>A. active participation requiring engagement in weekly sessions, client interaction, a written report, and team presentation;</p> <p>B. self-study option based on a scholarly review paper in German plus a written exam</p>
Argomenti dell'insegnamento	<p>The objective of this laboratory is to apply and thereby broaden students' skills regarding 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> <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&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> <ul style="list-style-type: none"> • Role and functions of management consultants • Methods, instruments, and tools of management consulting • Communication with clients • Reporting and presenting results <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). Domestic trips to the HQs of the participating client firms as well as an oversee trip to Baruch College are mandatory for attending students.</p>
Parole chiave	<p>analytic skills; business consulting; intercultural and personal skills; laboratory; project management; team work and leadership</p>

Prerequisiti	Successful completion of the MSc course "Advanced Strategic Management" or similar courses in the case of Erasmus-absence is highly recommended.
Insegnamenti propedeutici	
Modalità di insegnamento	Some basic introductory sessions, frequent weekly feedback with client firms and lecturer and (re)directing sessions, final presentation preferably in front of clients; roundtable discussions and self-reflection.
Obbligo di frequenza	Mandatory for the 75% of the course
Obiettivi formativi specifici e risultati di apprendimento attesi	<p>ILO (Intended Learning Outcomes)</p> <p>ILO 1 - Knowledge and Understanding:</p> <p>ILO 1.1 dei modelli e degli strumenti economico-aziendali per la gestione delle aziende, sia familiari o di piccole dimensioni sia di dimensione internazionale</p> <p>ILO 1.2 della progettazione e della gestione degli assetti istituzionali e organizzativi inerenti ai sistemi della governance societaria</p> <p>ILO 1.3 degli strumenti e dei processi aziendali sviluppati per riconoscere, comprendere e guidare il cambiamento e gestire l'impatto di una transizione sull'organizzazione</p> <p>ILO 1.4 delle strategie di comunicazione efficiente all'interno dell'organizzazione e verso i vari stakeholders</p> <p>ILO 1.5 delle tematiche di Management che caratterizzano la professione di analista finanziario, gestore di portafogli, risk manager e consulente</p> <p>ILO 2 - Applying knowledge and understanding:</p> <p>ILO 2.1 per l'analisi critica a la formulazione di soluzioni a problemi complessi in ambito interdisciplinare nazionale ed internazionale in organizzazioni di piccola o grande dimensione</p> <p>ILO 2.2 per integrare i risultati della comunicazione economico-finanziaria e dell'analisi quantitativa dei dati nei modelli di decisione aziendale</p> <p>ILO 2.3 per inquadrare e valutare situazioni e problemi organizzativi in una prospettiva multidisciplinare, integrando discipline aziendali, economiche, giuridiche, finanziarie e statistico-matematiche</p> <p>ILO 2.4 per poter dialogare e interagire con i/le responsabili delle</p>

	<p>diverse aree funzionali aziendali, con i mercati finanziari e con i/le professionisti/e del diritto societario e tributario</p> <p>ILO 3 - Making judgments:</p> <p>ILO 3.1 capacità di applicare le conoscenze acquisite per prendere decisioni direzionali e operative e per risolvere problemi di amministrazione e finanza delle aziende, degli intermediari e dei mercati finanziari, tenendo in considerazione congiuntamente molteplici prospettive di analisi, da quella economica a quella giuridica, finanziaria, strategica, gestionale</p> <p>ILO 3.2 capacità di selezionare dati e utilizzare le informazioni appropriate per descrivere un problema che attiene alla gestione delle aziende, degli intermediari e dei mercati finanziari</p> <p>ILO 3.3 capacità di mettere in relazione modelli ed evidenze empiriche nello studio delle aziende, degli intermediari e dei mercati finanziari</p> <p>ILO 4 Communication Skills:</p> <p>ILO 4 Capacità di comunicare efficacemente in forma orale e scritta i contenuti specialistici delle singole discipline, utilizzando registri diversi a seconda dei destinatari e degli scopi comunicativi e didattici, e di valutare gli effetti formativi della sua comunicazione</p> <p>ILO 5 - Learning Skills:</p> <p>ILO 5.1 capacità di individuare collegamenti tematici e di stabilire relazioni tra diversi casi e contesti di analisi</p> <p>ILO 5.2 capacità di inquadrare un nuovo problema in modo sistematico e di generare tassonomie appropriate</p> <p>ILO 5.3 capacità di elaborare modelli generali, a partire dai fenomeni studiati</p>
<p>Obiettivi formativi specifici e risultati di apprendimento attesi (ulteriori info.)</p>	<p>Knowledge and understanding:</p> <p>Knowledge of key aspects of management consulting and methodological approaches</p> <p>Applying knowledge and understanding:</p> <p>Applying this knowledge through interpreting the task, setting up a project, collaborate with team members and the client, to presenting results</p> <p>Making judgments:</p> <p>Ability to comprehend the clients' needs and restrictions, to choose appropriate methods and presentation tools.</p>

	<p>Communication skills: Learn and practice to communicate effectively with client, team members, and supporting lecturing staff. Experience cross-cultural teamwork and environments.</p> <p>Learning skills: The need to gather and interpret data from different sources to solve or at least illustrate management problems advances learning skills. Interpersonal communication skills; presentation and negotiation skills</p>
Modalità di esame	<p>Option A - Attending/active: Efforts and engagement shown 'in-class', during kick-off meetings, weekly 'Jour-Fixe' sessions, and in the client-student (consulting) communication and collaboration; demonstrated ability to access internal and external data-sources to solve the problem (30%), final report (50%), and team presentation (20%).</p> <p>Option N - 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 are only assigned by the lecturer at the beginning of the semester at the explicit request of the non-attending student. The student can submit non-binding suggestions. The due date of the work will be the exam date. 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. The paper has to be written and presented in German and counts for 80% of the course grade. The remaining 20% is based on a written exam (MC; closed-book) in German. ILOs 1-5 assessed</p>
Criteri di valutazione	<p>Option A - 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) - (ILOs 1. - 5.)</p> <p>Option N - Non-attending/no participation: Content (complexity and difficulty), structure, comprehensiveness, writing, quantity and</p>

	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). (ILOs 1. - 2., 3.2., 5.2)
Bibliografia obbligatoria	<p>Grant, R.M.: "Contemporary Strategy Analysis", 9th ed., Wiley (ISBN: 9781119120834)</p> <p>Nippa, M. & 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>
Bibliografia facoltativa	Nippa, M. & Schneiderbauer, D. (2004) „Erfolgsmechanismen der Top-Management-Beratung. Einblicke und kritische Reflexionen von Branchenken-nern.“ Physica: Heidelberg, Berlin.
Altre informazioni	Since the majority of the course consists of external customer- and peer-oriented teamwork, their assessment of individual performance—in addition to continuous assessment in the consulting process—is included in the overall assessment. Free riding or dropping out of teamwork during the course should be avoided out of solidarity with the other students.
Obiettivi di Sviluppo Sostenibile (SDGs)	Istruzione di qualità, Parità di genere, Partnership per gli obiettivi, Innovazione e infrastrutture, Ridurre le disuguaglianze, Buona occupazione e crescita economica