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Course guide

Institute of International Business: IBS

Minor: Globalizing Business

Consultancy skills

MI-CONSUL-18

Overview

Name of course:	Consultancy Skills
Course Code:	MI-CONSUL-18
Requirement:	Register in Osiris for 2 parts
Academic year:	2023-2024
Block:	A
Duration:	7 weeks
Course Coordinator:	Toufic Elcure Alvarez
Date of publication:	August - 23

Contents

1. Course description.....	3
Consultancy Skills	3
Intake Interview	3
Proposal Writing.....	3
2. Course Objectives.....	3
Learning objectives:.....	3
3. Competencies.....	3
4. Course content	4
5. Place in the Curriculum and Related Courses.....	4
Related Courses:.....	4
6. Study burden	4
7. Exemption Possibilities.....	5
8. Didactic Forms.....	5
9. Assessments	5
10. Course Material.....	6
Primary Channel of Communication.....	6
Consulting.....	6
Consultancy Proposal and questions intake Interview	6
Role Plays	6

1. Course description

Consultancy Skills

The Consultancy Skills course is focused on providing basic knowledge and information about the consultancy, role of the consultant, characteristics of the consultant. The course provides insight into basic skills, necessary to complete the consultancy process focusing on the transferable skill. In order to avoid usual traps in the relationship consultant-client, students will be introduced with the consultancy tools that ensures satisfied clients and good reputation for the consultants. The course is designed having in mind special needs and problems of small and medium-sized companies. The course is focused on experiential learning, so you will also practice your consulting skills in role plays and written assignments.

Intake Interview & Managing difficult Situations

The course also serves to enhance students' interview skills with a particular focus on skills that are relevant for consultants. This part centres on training students' interviewing skills by developing an interview guideline for company interviews. Students discuss rules for effective interviewing and learn how to deal with difficult interview situations.

Proposal Writing & Communication Skills

This part focuses on how to write a good consulting proposal. Students develop a preliminary structure for their consulting proposal and learn how to break down the core problem/major theme(s) into more detailed questions and objectives. They learn the various elements of a consulting proposal.

2. Course Objectives

- to understand tasks and roles of the consultant in the company
- to identify and recognize characteristics of good consultants
- to differentiate and explain different approaches to consulting
- to define and differentiate different phases in the consultancy processes
- To be aware of cultural differences and know how to deal with cultural differences (in a consultancy setting)
- to enhance interview techniques by developing an interview outline for a consultancy intake and discussing rules for effective interviewing.
- to enhance writing and research skills preparing the structure and objectives of a consultancy proposal
- to be able to work in a team and achieve results through the team

Learning objectives:

- The student will learn the basic role division in a project
- The student will learn about team cooperation in a project
- The student will learn project management procedures in practice.
- The student will learn to improve processes and procedures

3. Competencies

Effective Communication & Trust Building

Business process and change

Business research methods

Business communication

Planning and Organizing.
Intercultural sensitivity
Learning and self-development
Feedback

4. Course content

1) Theory about consultancy

2) Assignments:

- Interview Outline for a consultancy intake & Consultancy Proposal
- Case Study

3) Role Plays

- Intake
- Resistance
- Intercultural Synergy

5. Place in the Curriculum and Related Courses

Place in the Curriculum:

This course is an obligatory regular part of the minor Globalizing Business. It is a course for students with high interests of operating in a consultant role, for internal or external purposes. The student has an interest in general management skills.

Related Courses:

- Topics in International Business
- Managing Change and Innovation
- Business in Society
- Global Management Project

The Consultancy course specifically prepares the students for the Global Management Project in which students work on a real business case.

6. Study burden

Total study burden in hours per student = 5 EC (European credits);

28 hours x 5 EC course = 140 hours.

- Lectures
- Self-study & Reading
- Role plays
 - Brainstorming with teams
 - Practice
 - Role play- perform
 - Watch
- Assignments

Basic knowledge of: Business, Marketing, Management & Organisation, International Economics, Management Skills, Research Skills, presenting and report writing.

7. Exemption Possibilities

Generally, not applicable.

8. Didactic Forms

Workshops, teamwork, lectures, discussions, assignments and different reading materials.

- Theoretical lectures
- Interactivity during lectures
- Class discussions
- Assignments
- Role plays
- Case Study
- Consultation sessions

9. Assessments

In OSIRIS the examination is described as follows:

Type of assessment	Weight	Min. Grade
Assessment 1: Toets 1 Roleplays	50%	5.5
Assessment 2: Toets 2 Portfolio	50%	5.5

Assessments take place in the term that the course is taught, Term A and Term C. Resits are possible in Term B and Term D.

Type of assessment	Weight	Min. Grade
Toets 1 Role Plays This is the average grade of the three roleplays. Students need to have an average grade of 5.5 or higher for the three roleplays.	Each roleplay 33,3%	5.5

Type of assessment	Weight	Min. Grade
Toets 2 Portfolio:		
A case study	50%	5.5
Consultancy Proposal	50%	5.5
Presentation on Key Learning Path	Extra 0.2	
Peer Feedback	Extra 0.3	

Students work in learning teams.

The dates for the roleplays are determined by the lecturer. The deadlines for the Consultancy Proposal and Consultancy Intake are presented in the Course Documents on MsTeams/Canvas.

If a student misses a role play, the roleplay has to be rescheduled in the next block and all students need to register for a resit in the next block.

If a student fails one of the assignments of Toets 2, a resit possibility is foreseen in the form of a consultancy assignment. This resit replaces the grade of all the assignments of Toets 2. The resit exam will be an individual take home case study. In case of a resit the student will have to register in the next block and the grades for the resit will be registered in the next block.

10. Course Material

Primary Channel of Communication

General course materials and slides are uploaded to the Canvas site of the module.

<https://canvas.hu.nl/courses/41236>

All communications are done via MS Teams and all assignments are uploaded in MS Teams as well.

Consulting

Stroh, L.K. & Johnson H. H. (2006): The Basic Principles of Effective Consulting. Lawrence Erlbaum Publishers: London, pp. 84-123

Schein, E. H. (1978), The Role of the Consultant Content Expert or Process Facilitator, Personnel and Guidance Journal

Blake, R. R., Srygley Mouton, J. (1978), Toward a General Theory of Consultation, Personnel and Guidance Journal

Kurpius, DW. J., Fuqua, D. R., Rozecki, T. (1993), The Consulting Process: A Multidimensional Approach, Journal of Counseling & Development, Vol 71, pp. 601-606

Nash, P., Nader, F. P. (1990), Ten Guidelines for Effective Consulting, Small Business Forum, Fall

Turner, A.N. (1982) Consulting is more than giving advice, Harvard business review september 1982

Consultancy Proposal and questions intake Interview

- <http://www.consultantsmind.com/2014/12/19/proposal/>
- <http://www.consultantsmind.com/2012/11/04/consultant-interview/>

Role Plays

- Dealing with Resistance to Change, Steve Bell (<https://www.insights.com/media/1089/dealing-with-resistance-to-change.pdf>)
- How to deal with resistance - P.R. Lawrence (<https://hbr.org/1969/01/how-to-deal-with-resistance-to-change>)
- https://www.youtube.com/watch?v=C8zNx_larUw (listening skills)
- <http://www.salesengine.com/sales-toolkit/the-most-effective-way-to-begin-a-sales-meeting/> (opening meeting)
- <https://www.thebalance.com/nonverbal-communication-skills-2059693> (non verbal communication)
- <http://www.culturocity.com/articles/whatis-cultural-awareness.htm>
- HBR, Getting to Si, Ja, Oui, Hai, and Da by Erin Meyer, December 2015