

Bachelor Degree in Business Administration and Management and Business Transformation

Course: Business Consulting

Subject: Subject

Credits: 6 ECTS

Program: Bachelor

Modality: On-Site

Year: Second

Semester: First

Academic Year: 2026–2027

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2. Presentation

Consultancy is the process of offering advice, opinions or strategies by experts in exchange for remuneration. Whether individually or with a company, consultants are experts in their area and possess such valuable knowledge that someone else, a person, a department or an entire organization, is willing to pay.

Consulting can include a wide range of activities that go beyond simply giving advice, such as problem diagnosis, data collection, feedback, strategy development and implementation.

As a business consultant, students can bring an impartial point of view so necessary for many companies when addressing a challenge and, Therefore, business consultants and consulting firms are very valuable for their new perspectives on a major problem.

3. Learning outcome of the degree

- RAT1 - The graduate will be able to recognize the tasks of the different functional areas within a company or organization, taking into account previous theoretical learning about business structures.
- RAT4 - The student will describe the techniques of management in the development of business organizations by means of different written tests.
- RAT5 - The graduate will describe the characteristics of the institutions and procedures of the Spanish and European legal system and their impact on the business environment, by means of a written or oral test.
- RAT6 - The graduate will be able to understand the different data analysis techniques used to assess the feasibility of a business project.
- RAT7 - The student, after completing the Degree, will be able to identify the HR principles and practices of organizations through real-world case study learning
- RAT8 - The graduate will be able to provide a detailed description of the principles of occupational risk assessment as well as the action plans required to implement them in a company.
- RAT9 - The student will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT10 - The student will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT11 - After completing the Degree, the student will be able to apply the teamwork techniques in an autonomous way.
- RAT12 - The graduate will be able to develop both traditional and digital marketing and promotional projects in a business environment.
- RAT13 - The graduate will be able to analyze the economic operations of companies, which have been carried out in the financial markets.
- RAT16 - The graduate will be able to understand the economic-financial information of business entities and institutions in relation to their environment.

- RAT17 - After completing the degree, the graduate will be able to apply techniques to analyze and solve problems in changing business environments through the implementation of challenges and problem-solving methods.
- RAT18 - The student will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT19 - The student will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT20 - The student will be able to apply the gender perspective in the professional tasks.
- RAT21 - The graduate will be able to verify the economic-financial information of business organizations and institutions with regard to their environment, by analyzing the companies' profit and loss accounts.
- RAT23 – The graduate will be able to actively propose a plan for the implementation and support of information and communication systems for the digital transformation of the organization, according to a project based on a real business case.
- RAT24 – After completing the degree, the student will be able to design projects for IT services and systems in all business fields.
- RAT25 - The graduate will be able to prioritize the operational tasks of the different functional areas of a company or organization.

4. Learning outcomes of the subject

- RAM1 - The student will be able to interpret clearly and consistently the most relevant aspects in the business environment in a business project.
- RAM3 - The student will be able to accurately devise actions to improve the results of a business from the analysis of deviations from the objectives set.
- RAM4 - The student will be able to propose relevant indicators for the analysis and knowledge of the state of a company.
- RAM5 - The student will be able to organize a team, a business project in which all departments of a company participate.
- RAM7 - The student will be able to properly relate the fundamental concepts of current business to obtain a broad vision of the economic reality that affects the company.
- RAM8 - The student will be able to accurately analyze inventory management and transportation techniques, marketing and distribution strategies, to improve the order distribution process.

5. Contents

1. Consultants
 - 1.1. Types, Skills, and Values: Details the current work of a business consultant.
 - 1.2. Consulting as a Profession
 - 1.3. Companies dedicated to this field and their business models.
2. Marketing and Selling of Consulting Services

- 2.1. Commercial actions to offer consulting products on the market.
- 3. Discussion of Data Gathering Methods
 - 3.1. Details primary and secondary research sources.
- 4. Strategic and Organizational Information Technology Consulting
 - 4.1. Analysis of internal information processes.
- 5. Strategy in Organizations Consulting
 - 5.1. Application of business strategies to improve company performance.
- 6. Strategic Marketing Consulting
 - 6.1. Marketing mix and environmental analysis.
- 7. Analyzing and Framing Problems
 - 7.1. Cause-and-effect diagrams.
- 8. Strategy and Operations Management Consulting
 - 8.1. Analysis of the value chain and its operating process.
- 9. Human Resources in Organizational Consulting
 - 9.1. Analysis of the hiring process, motivation, and human talent development.
- 10. Managing Engagements
 - 10.1. Application of idea generation strategies and project development control.
- 11. Consulting for Global Clients
 - 11.1. Intercultural Adaptation for Entering New Markets
- 12. Consulting for CEOs and Boards
 - 12.1. Leadership and Decision-Making Processes
- 13. Consulting in the Public and Not-for-Profit Sector
 - 13.1. Social Impact Analysis
- 14. Intervention and Change
 - 14.1. Adaptation to Dynamic Contexts
- 15. Merger and Acquisition Integration
 - 15.1. Basic Merger and Acquisition (M&A) Concepts
 - 15.2. Types, Motivators, and Process Stages
- 16. Managing Consulting Firms
 - 16.1. Performance Problems
 - 16.2. The Growth Problem
 - 16.3. The Knowledge Sharing Problem
- 17. The Future of Consulting: New Trends: AI

6. Methodology

Learning outcomes developed	Teaching methodology	Training activities
Knowledge	Master class	Teacher's presentations

	Instructional sessions	Student's presentations
	Tutoring	Meetings for the resolution of doubts
	Learning based on readings	Reading and analysis of documents
Skill	Learning based on projects	Problem solving
	Learning based on audio-visual	Audiovisual analysis
	Case-based learning	Search and processing of information. Problem solving
Competence	Project-based work	Reporting Submissions of reports or papers

7. Evaluación

Evaluation system	Weight
Continuous evaluation: exercises, problems, reporting, papers, case studies	40 %
Mid-term exam	20 %
Final exam	40 %

The regulations include the obligation of 75% attendance.

- Absences are divided into two categories: justified and unexcused. Excused absences are those that can be demonstrated with a proof. All other absences are considered unjustified absences.
- The supporting documents must be delivered within a maximum period of 7 days to the teaching staff and clearly include the student's personal data as well as the date and time in which the student did not attend to a class.

Continuous assessment

The final grade for the subject is calculated based on the weighting of three evaluation blocks, divided into evaluable activities:

A. Midterm exam: 20%

B. Exercises, problems, preparation of reports, assignments, presentations: 40%

1. Four evaluable activities: 5% each

2. A group assignment or report: 10%

3. A group presentation: 10%

C. Final exam: 40%

These three blocks will only be weighted if the final exam grade is equal to or greater than 4.0. If the final exam grade is less than 4.0, the subject cannot be passed.

In the event that the subject is failed and, in turn, the final exam grade is less than 5.0, the student can recover the final exam with an additional test. If the weighted grade for the activities in section B is less than 5, this is also recoverable. With the result obtained, the final grade for the subject will be calculated according to the previous criteria.

Students who do not attend evaluative activities with a weight greater than 50% will receive an overall course grade of "Not presented."

Single Evaluation

The single evaluation consists of a single exam that is equivalent to 100% of the course grade. The exam, and therefore the subject, is passed with a grade of 5 out of 10 in this final test. In case of obtaining a grade lower than 5.0, the student has the right to a make-up exam.

To benefit from the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the course competencies and learning outcomes. Accordingly, students must attend at least **75% of all scheduled sessions**.

Failure to meet this minimum attendance requirement will result in the loss of the right to sit the final examination for the course. Consequently, the student will receive a failing grade, with no possibility of accessing reassessment procedures or second-chance examinations, in accordance with the University's current academic regulations.

1. Absences are divided into two categories: **excused** and **unexcused**. Excused absences are those that can be supported by appropriate documentation. All other absences will be considered unexcused.
2. Supporting documentation for excused absences must be submitted to the teaching staff within a maximum of **7 days** and must clearly include the student's personal details, as well as the date and time period during which attendance in class was prevented.

8. Bibliography

- Romero, M. C., Cajigas, D. A. R., & Ramírez, E. (2023). Diagnóstico y plan de acción empresarial—1ra edición: Modelo disruptivo de diagnóstico y planeación de la empresa para mantenerla generando valor. Ecoe Ediciones.
- Franco Farah, M. P. (2022). Plan de implementación de una empresa consultora de transformación digital (Master's thesis, Universidad Casa Grande. Departamento de Posgrado).
- Williams, D. R. (2024). The Costly Innovation Center.
- Duineveld, O. Culture and Transnationalism (2024): Exploring the Effects of Perceived Cultural Difference.
- Bell, Chip R. and Leonard Nadler. Clients and Consultants: Meeting and Exceeding Expectations. 2nd Edition. Gulf Publishing Company, Book Division, Houston
- Tobias, Lester L. Psychological Consulting to Management (2023): A Clinician's Perspective. Brunner Mazel, New York