WM9B5-15 Digital Consultancy

23/24

Department
> WMG

Level
> Taught Postgraduate Level

Module leader
> Andrew Gordon

Credit value
> 15

Module duration
> 4 weeks

Assessment
> Multiple

Study locations
> University of Warwick main campus, Coventry Primary
> Distance or Online Delivery

Description

Introductory description

"Digital and eBusiness technologies have grown significantly in the last decade in terms of both organisational adoption and their importance to operational practices. Equally, however, such technologies have grown in complexity and sophistication. As a consequence, many organisations can struggle to identify the opportunities available to them through digitalisation, and to effectively implement and optimise these solutions.

In such a climate, there is an increasing demand for eBusiness professionals who have both a thorough technical understanding of digital technology, and the ability to effectively communicate with key stakeholders to build comprehensive requirements and design successful implementations. These professionals can be external to the organisation (e.g. management consultancy firms), but there is also similar demand for staff to act as internal-consultants.

Module aims

This module will seek to address this demand by preparing participants for the world of digital consultancy. Accordingly the module covers a mixture of both "hard" (technical) and "soft" (consulting) techniques including:

- Business analysis and systems thinking

- Requirements gathering and elicitation
- Project scoping and design
- Solution space analysis and the evaluation of alternatives
- Solution design and architecture
- Implementation strategies and change management
- Sales and relationship management

To support these activities, students will be exposed to many cutting edge techniques and technologies, at both a conceptual and a practical level. The learning activities will incorporate a mixture of lectures, case studies, seminars, lab work and, in particular, practical simulation sessions. The module will conclude with a capstone project designed to give students first-hand experience managing a digital consultancy project.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

"What is Digital Consultancy?

Business Analysis and Requirements a. Business Analysis b. Systems Thinking c. Requirements Gathering and Elicitation

Project Scoping and Engagement Management a. Project Scoping and Design b. Project Management for Consultancy Projects c. Digital Solutions for Consultancy Projects

Solution Design and Implementation a. Determining the Solution Space b. Multi-Criteria Decision Analysis c. Solution Implementation d. Change Management

Capstone Project a. Industry Case Study b. Digital Consultancy Simulation c. Client Presentations

A more detailed explanation of these topics is below.

An overview of what digital consultancy is, and how it relates to both digital and eBusiness management, as well as general consultancy practice.

A practical exposure to designing and initiating digital consultancy projects. This will incorporate models and best practice from a range of disciplines including business analysis (from general management theory), systems thinking (from operational research), and requirements elicitation and their documentation (from computer science and software engineering).

An evaluation of project management practice as it relates to digital consultancy. This will incorporate general models and concepts, as well as subject-specific issues and practices, and practical lab sessions using digital technologies to design and manage consultancy engagements.

Fourthly, the module will focus on the design of the solution space and the evaluation of alternatives. In respect to the former, this incorporates the assessment of digital solutions and technologies, and their comparison to the business requirements document. To the latter, quantitative methods for solution selection will be explored, to include multi-criteria decision analysis (such as optimisation, weighted-sum approaches and the analytic hierarchy process).

Finally, a capstone project will bring these aspects together in a simulated digital consultancy project. Participants will be required to manage a full digital consultancy workload from initial stakeholder meetings through to client presentations."

Learning outcomes

By the end of the module, students should be able to:

- Demonstrate a comprehensive understanding of digital consultancy concepts
- Interpret and evaluate complex organisational problems and requirements
- Critically analyse advanced digital technologies and evaluate their suitability to specific use cases
- Demonstrate a sound conceptual understanding of the forefront of digital consultancy practice and their application in real-world scenarios
- Critically evaluate the systematic and operational risks associated with digital transformations and develop comprehensive mitigation strategies

Indicative reading list

View reading list on Talis Aspire

Interdisciplinary

Incorporates both digital technology and consultancy elements (computing and management)

International

Topics are of high international demand

Subject specific skills

Digital transformation, multi-criteria decision analysis, consultancy practice, project planning

Transferable skills

Consultancy skills, project management, communication skills, teamwork

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Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Seminars	10 sessions of 1 hour (7%)
Total	150 hours

Type	Required
Online learning (independent)	60 sessions of 1 hour (40%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A2

	Weighting	Study time
Consultancy presentation	20%	10 hours
Presentation to markers and a real-world client		
Consultancy Report	60%	40 hours
A business-style report on a digital consultancy case		
Creation of online resource and project plans	20%	10 hours
Creating of online tools and documentation to support a consultancy plan		

Assessment group R2

	Weighting	Study time
Post Module Assignment	100%	
A business-style report on a digital consultancy case		

Feedback on assessment

Verbal feedback for in-module element. Written feedback and annotated scripts for post-module element

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Availability

There is currently no information about the courses for which this module is core or optional.