

STUDY GUIDE

HR Consulting Skills

**Organised by the University of Konstanz, in Cooperation with Rutgers,
the State University of New Jersey**



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BIRMINGHAM



UNIVERSITY
OF COLOGNE



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des langues
et civilisations orientales

Universität
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UNIVERSITY 1769



TARAS SHEVCHENKO
NATIONAL UNIVERSITY
OF KYIV



With the support of the
Erasmus+ Programme
of the European Union



This project has received funding from the European
Union's Horizon 2020 research and innovation pro-
gramme under grant agreement No 101035821.



Erasmus+

1. IDENTIFYING DATA	
Course/training name*	Prof. Dr. Joe McCune
Coordinating/host University*	University of Konstanz
Other Universities involved	Rutgers, the State University of New Jersey(USA), University of Sankt Gallen (CH)
Main Thematic Arena*	Arena 2: Social Equality and Well-Being
Relation with the above selected Thematic Arena	Well-Being of Employees, Reduction of Discrimination, Adaptation to New Work Environment
Course/training field(s)*	Management, Business, Public Administration
ISCED Code	ISCED Level 7, ISCED-F 2013 03 and 04
Related SDGs	Good health and well-being (SDG 3) Gender equality (SDG 5), Decent work and economic growth (SDG 8), Industry, innovation and infrastructure (SDG 9), Reduced inequalities (SDG 10)
Target audience(s)*	MA students
Number of ECTS credits allocated	7
Other modes of certifications	Certificate confirming participation
Mode of delivery*	On-Campus Class, with two preparatory online sessions

Language of instruction*	English
Semester*	Summer Semester 2025
Course/training dates*	22 – 27 June 2025
Precise schedule of the lectures (Mind the time zone) *	22 June: 18-22h 23 June: 8:30-14h 24 June: 8:30-14h 25 June: 8- 18h 26 June: 11-20h 27 June: 8:30-12h
Key words (max 5) *	HR Management, Recruitment, Internationalisation of Companies, Digitalisation, New Work
Catch Phrase*	Dramatic changes in the business environment have provided the opportunity for HR Professionals to have a significant impact on their company's ability to compete successfully. To capitalize on this opportunity, HR professionals must move from a tactical, specialist or generalist role to become a Strategic HR Business Partner.
Prerequisites and co-requisites*	BA in Social Sciences, i.e. Management/Business/Public Admin./Sociology
Number of EUniWell students or staff that can attend the course/training*	10
Course/training application procedure(s)*	E-Mail to coordinator at the University of Konstanz, by the April 30 th , 2025: Mr. Werner Palz, master.polver@uni-konstanz.de The e-mail should contain the CV and a brief motivation letter of no more than ½ page.

2. CONTACT DETAILS

Department	Politics and Public Administration
Name and email of lecturer/trainer*	Prof. Dr. Joe McCune, master.polver@uni-konstanz.de
Name and e-mail of the catalogue coordinator*	Werner Palz, master.polver@uni-konstanz.de
Other lecturers/trainers	

3. COURSE/TRAINING ABSTRACT*

Dramatic changes in the business environment (e.g., increased competition, new technology) have provided the opportunity for HR Professionals to have a significant impact on their company's ability to compete successfully. To capitalize on this opportunity, HR professionals must move from a tactical, specialist or generalist role to become a Strategic HR Business Partner. This class covers the competencies needed by HR professionals to become more strategically focused and learn to "partner" with their internal clients to become value-added contributors and trusted advisors. These competencies include:

- Partnering Skills. Build effective client relations, prioritize multiple stakeholders, conduct client meetings, develop trust with clients, deal with difficult clients, and develop more effective, contracting, sales and negotiating skills
- Diagnosis & Measurement. Learn to use a structured diagnostic process to define the problem, collect and analyze data, and develop a feasible action plan linking project results to organizational strategic goals. Use of appropriate models (e.g., BSC) and tools needed to collect data that supports a compelling business case for your project
- Facilitation Skills/Consulting Tools. Learn to influence without authority, develop executive coaching/mentoring skills, facilitate interpersonal processes: conflict resolution/mediation, communication, problem-solving, and decision making
- Facilitating Change/Project Management. Develop, staff and manage organizational improvement project teams, overcome resistance and build commitment to projects, create and facilitate effective team structures and employ agile project management processes (e.g., scrum)

The first half of the class focuses on the knowledge and skills necessary to interact with a client, diagnose the problem and propose and sell an action plan that will have a positive business impact. The focus is on the actions necessary to help execute strategy and improve the effectiveness of the organization while developing positive relations with clients.

The second half of the class focuses on the knowledge and skills necessary for the SHRBP to facilitate interpersonal processes: communication, conflict resolution, problem-solving, & decision making and learn to influence without authority. Creating and facilitating project improvement teams will be emphasized.

Two assessments (Social Styles and Conflict Resolution Styles) will be conducted to provide students with a framework to better understand how they relate to others and suggest ways to adapt to different situations or types of clients, and a live organizational case will be presented.

The course will include an excursion to UBS in Zurich (Wednesday, June 25). On Thursday, 26.6., class will be held at the University of Sankt Gallen.

4. DEVELOPED SKILLS AND COMPETENCES*

To develop conceptual understanding and skills related to: 1) building a strategic partnership with senior managers, 2) designing projects that link HR Department activities to the organization's strategic objectives and demonstrate measurable business impact, 3) developing and maintaining positive client relations, and 4) planning and managing projects to enhance the organization's capability and competitive advantage.

- Understand how to diagnose organizational problems using a structured diagnostic model
- Learn to develop and sell a proposal that will result in a measurable business impact
- Understand how to influence without authority and to develop trusting relations with clients
- Understand the application of organizational change theories, project management and facilitation skills to intervene effectively in problems facing the HR Business Partner
- Understand how to design and implement HR consulting projects
- Develop skills in creating project teams and planning & implementing the project

5. OBJECTIVES AND LEARNING OUTCOMES*

See: https://zeus.uni-konstanz.de/hioserver/pages/cm/exa/coursemanagement/basicCourseData.xhtml?_flowId=searchCourseNonStaff-flow&_flowExecutionKey=e1s4

6. COURSE/TRAINING ORGANISATION

UNITS

1.	
2.	
3.	
4.	

LEARNING RESOURCES AND TOOLS

See: https://zeus.uni-konstanz.de/hioserver/pages/cm/exa/coursemanagement/basicCourseData.xhtml?_flowId=searchCourseNonStaff-flow&_flowExecutionKey=e1s4

PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

7. ASSESSMENT METHODS AND CRITERIA*

Exam I 35 points
Exam II 35 points
Project 30 points

Team Assignment

Select a consulting tool in which you are interested.

Possible examples:

- Kaizen/Toyota Production System
- Lean 6-Sigma
- IBM- JAM
- GE Work-Out
- SCRUM
- Executive Coaching
- Quality tool (e.g., Kanban)
- Appreciative Inquiry

Paper

Address the following areas:

- Describe its history and how it was created
- Provide an overview of the technique, how it works and how it is presumed to add value
- Provide examples of specific companies using the technique with evidence of its effectiveness
- Make a clear recommendation for using or not using the technique
- Cite all references

Team presentations

Should provide a clear recommendation for the use (or avoidance) of the tool and should include:

- brief summary of the history and background of the technique
- examples of companies using the technique

- a definitive judgment of the usefulness of the approach and the conditions necessary for its successful implementation

- Presentation cannot exceed 15 minutes

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RECOGNITION*

Can be recognized as an regular MA seminar from the University of Konstanz.

ADDITIONAL INFORMATION

3rd Edition of the Summer School

8. BIBLIOGRAPHY AND TEACHING MATERIALS

List will be provided directly by our guest professor.

9. QUALITY ASSURANCE*

See: <https://www.uni-konstanz.de/en/quality-management/the-qm-concept/>

