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BUDS project experience in digital/blended learning

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BUDS Building Up Digital Strategists

Erasmus+ KA2 Strategic Partnership

2019-1-IT02-KA203-063387

<https://buds.uniroma2.it/buds/en/>

PROJECT OBJECTIVES

1. Build consulting skills required in digital transformation processes

- digital transformation has driven the growth of the European Management Consulting market and is asking for different consulting skills (FEACO Annual Report 2020)

2. Explore innovative ways to strengthen knowledge on digital topics

- blended approach including both e-learning modules and a face-to-face intensive programme

3. Strengthen employability in the fast changing labour market

- In 10 years time, 50% of jobs will be changed by automation
- 9 out of 10 jobs will require digital skills (World Economic Forum Meeting 2020)





ORIGINAL IDEA



Blended program
to support the development of
successful digital management consultants
(*Digital Strategists*)



1 CODIFIED KNOWLEDGE

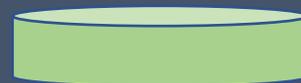
- Basic knowledge on management approaches and data science tools required for digital transformation
- **E-learning platform** able to provide the required contents

2 PRACTICE-BASED SKILLS

- Analytical and soft skills characterizing digital management consulting
- **Lectures and interactions** with several experienced consultants

TWO SECTIONS

No interaction



Highly interactive

CODIFIED KNOWLEDGE = ONLINE MODULES

My Courses



Building Up Digital Strategists (Summer 2020)

BUDS - BUDS
Ended - Jul 22, 2020



[View Archived Course](#)

Your final grade: 0%. Grade required to pass this course: 50%.



- > 1. What is digital transformation
- > 2. Business Perspective on Digital Transformation
- > 3. Information Technology Perspective on Digital Transformation
- > 4. Managing Digital Transformation
- > 5. Managing Business Model Transformation
- > 6. Organizational attributes enabling Digital Transformation

[3. Information Technology Perspective on Digital Transformation](#) > [3.2. Technological drivers for digital transformation](#) > Technological drivers for digital transformation

Technological drivers for digital transformation

There are several technologies driving the digital transformation revolution. It has been only a few decades since the Internet expanded from a limited low-bandwidth network with a few computers to the global matrix of high-speed connections that we have today. These technologies are fundamentally changing how businesses operate and deliver value to customers.

Artificial intelligence (AI) is one of the main drivers for digital transformation. AI is creating opportunities in areas such as intelligent systems, speech recognition, machine learning, and robotic process automation. AI tools and applications require a lot of data to train the algorithms which is leading to the creation of more data collection points by the organisations. The creation and consumption of piles of data, often called Big Data, is leading businesses to generate better insights, better decisions and support organisational strategy derived by combining this data with AI.



PRACTICE BASED SKILLS
=
FACE TO FACE TRAINING
One week residential



Arthur D Little

accenture

Capgemini

Deloitte Digital

eFM

IBM

McKinsey & Company

my i nvenio

NTT DATA

pwc

REPLY

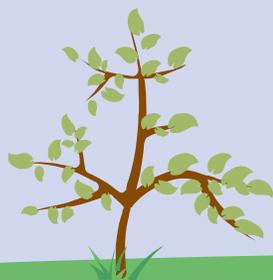
SAP

sas



ORIGINAL PROJECT PATH

**Growing e-learning
contents**



FIRST E-LEARNING CYCLE (2020)

General overview of digital transformation processes

**Focus on structuring the
Theory**



SECOND E-LEARNING CYCLE (2021)

The main tools for supporting digital transformation processes

**Focus on describing/using the
Tools**



THIRD E-LEARNING CYCLE (2022)

Different approaches in supporting digital transformation processes

**Focus on engaging with the
Practice**

**Stable face-to-face
structure & contents**

“FULLY DIGITAL” RESPONSE TO COVID EMERGENCY



ASYNCHRONOUS REMOTE LEARNING

- A total of **three modules**, including videos + readings + assignments
- Introduction to **Digital Transformation topics**

SYNCHRONOUS REMOTE TRAINING

- **Lectures** taught by management consulting companies
- **Groupworks** on weekly consulting assignments jointly supervised by consulting companies and academics
- **Extended period** -> 2 weeks

NEW APPROACH

INTERACTIONS ALSO IN THE ASYNCHRONOUS ONLINE MODULES THROUGH *TECHNOLOGY AND CONTENTS*



Instance deployed by UC3M
<https://extension.uc3m.es>



eXtension at UC3M

- Both UC3M and non-UC3M learners can take **online courses**
- Both UC3M and non-UC3M instructors can work in **shared projects**, i.e. BUDS
- Course creation and set up is supported by **UC3M Digital**, a unit aiming to transform education through technologies and new pedagogies

<https://www.uc3m.es/uc3mdigital>

How are courses on eXtension at UC3M?

- Flexible: they can be run as instructor-paced / self-paced courses, as synchronous courses / asynchronous courses, as self-sufficient courses / complementary resources for instructors
- Enhanced: based on learning sequences composed of videos, activities, readings and discussion forums
- Connected: Blackboard Collaborate (via LTI –Learning Tools Interoperability) can be embedded for live sessions, i.e. Tor Vergata Summer School in 2020

...**student work can be monitored** by instructors interactively (e.g. forums)

...**practice-based contents can be included** by through videos and cases

NEW APPROACH

DEEPER REMOTE INTERACTIONS IN SYNCHRONOUS ONLINE TRAINING THROUGH *TECHNOLOGY AND ASSIGNMENTS*



Arthur D Little

Deloitte
Digital

McKinsey & Company

NTT DATA



MANAGEMENT CONSULTING IN THE DIGITAL AGE

Intensive training programme

<https://buds.uniroma2.it/intensive-training-programme/>

Management Consulting in the Digital Age intensive training programme supports master level students to be better prepared for a future career in **management consulting**, by providing them with an in-depth exposure to the way leading management consulting firms are developing **digital transformation projects**.

The programme lasts two weeks with the engagement of **7 different consulting companies**, each of them engaged for one week (either the first or the second).

It is promoted by a network of **17 young European universities** and hosts students from more than twelve different universities.

Since 2019 it is supported by **Erasmus+ Strategic Partnership**.

NEW APPROACH

ACCESS TO ALREADY AVAILABLE ASYNCHRONOUS ONLINE MODULES TO STRENGTHEN KNOWLEDGE OF DIGITAL TOOLS (before & after the interactive sessions)



- *SAS VIYA FOR LEARNER
Visual Analytics*

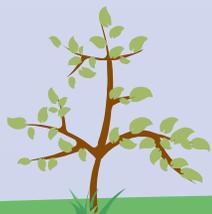


- *Open SAP
Various courses*

Including
introductory interactive sessions
by the software companies
as well as final «extra» assignments

REVISED PROJECT PATH

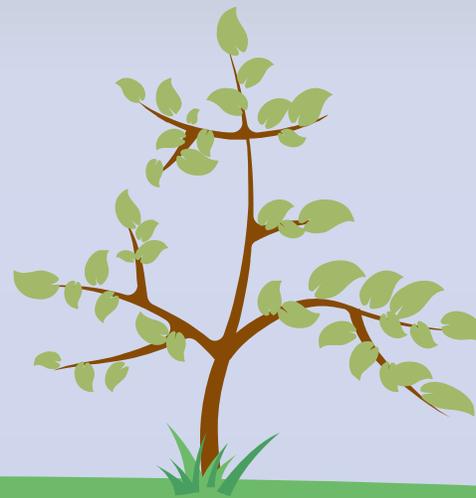
Growing and **deepening** customized e-learning contents



Focus on structuring the Theory



Focus on describing/using the Tools



Focus on engaging with the Practice

Enriching face-to-face interactions with technology

Introducing and leveraging on “off-the-shelf” e-learning contents

As a result a **truly BLENDED**
+ Interactions with consultants
+ Practice-based contents