BUDS project experience in digital/blended learning

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BUDS Building Up Digital Strategists

Erasmus+ KA2 Strategic Partnership
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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)
**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

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

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 lots 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
**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

**Growing e-learning contents**

**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

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
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 last 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

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

Enriching face-to-face interactions with technology

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