



2010

**IT Skill Standards Center
IT Human Resources Development Headquarters
INFORMATION-TECHNOLOGY PROMOTION AGENCY (IPA), JAPAN**


Ministry of Economy, Trade and Industry


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Consultant Training Course Group *

	Inexperienced (aim at level 1)	Level 1 (aim at level 2)	Level 2 (aim at level 3)	Level 3 (aim at level 4)	Level 4 (aim at level 5)	Level 5 (aim at level 6)	Level 6 (aim at level 7)	Level 7	
Technology				Latest Technology Trends			Community Activities		
Methodology				Consulting Fundamentals	Consulting Methodology - Intermediate Level -	Consulting Methodology - Advanced Level -			
				Consulting Methodology Fundamentals					
				Consulting Methodology Principles					
Business/ Industry				Business Model Fundamentals	Consulting Methodology - Intermediate Level -	Consulting Methodology - Advanced Level -			
				Industry Business Operations Knowledge Fundamentals					
				Industry Business Trends					
				Industry Application Trends					
Project Management				Project Management Fundamentals					
Personal				Leadership Skills Required of Consultant					
				Communication Skills Required of Consultant					
				Negotiation Skills Required of Consultant					

 :Common to a job category

 : Specific to each specialty field

*: This training map is common to specialty fields, "Business Function" and "Industry"

Consultant (Business Function) Course List

Training Course Level		Training Course Group Name	Training Course Name	Method			Standard Duration		Page
				E-Learning	Lecture	Workshop	E-Learning (Total hours)	Class (Total days)	
Common to Job Category	Basic Course	Consulting Fundamentals	Consulting Fundamentals	*	*	*	30	4	7
		Business Model Fundamentals	Business Model Fundamentals	*	*	*	24	3	11
		Industry Business Operations Knowledge Fundamentals	Industry Business Operations Knowledge Fundamentals	*	*		12	2	14
		Project Management Fundamentals	Project Management Fundamentals	*	*		24	3	17
		Consulting Methodology Fundamentals	Consulting Methodology Fundamentals	*	*	*	12	2	20
	Advanced Course	Consulting Methodology Principles	Environment Investigation and Analysis / Organization of Business Problems	*	*	*	12	3	23
			Problem Analysis and Solution Development	*	*	*	12	3	26
			Assessment of Business Models and Processes	*	*	*	12	3	28
		Leadership Skills Required of Consultant	Leadership Skills Required of Consultant			*		3	31
		Communication Skills Required of Consultant	Communication Skills Required of Consultant			*		3	34
		Negotiation Skills Required of Consultant	Negotiation Skills Required of Consultant			*		3	37
	Special Course	Industry Application Trends	Industry Application Trends	*	*		12	2	40
		Industry Business Trends	Industry Business Trends	*	*		6	1	43
		Latest Technology Trends	Latest Technology Trends		*			1	46
		Community Activities	Community Activities	-	-	-	-	-	49
Specific to Each Specialty Field <Selective Courses>	Advanced Course	Consulting Methodology - Intermediate Level -	Enterprise Architecture	*	*	*	18	4	52
			IT Governance and IT Management	*	*	*	18	3	56
		Consulting Methodology - Intermediate Level -	Asset Management	*	*	*	18	5	59

Consultant (Industry) Course List

Training Course Level		Training Course Group Name	Training Course Name	Method			Standard Duration		Page
				E-Learning	Lecture	Workshop	E-Learning (Total hours)	Class (Total days)	
Common to Job Category	Basic Course	Consulting Fundamentals	Consulting Fundamentals	*	*	*	30	4	7
		Business Model Fundamentals	Business Model Fundamentals	*	*	*	24	3	11
		Industry Business Operations Knowledge Fundamentals	Industry Business Operations Knowledge Fundamentals	*	*		12	2	14
		Project Management Fundamentals	Project Management Fundamentals	*	*		24	3	17
		Consulting Methodology Fundamentals	Consulting Methodology Fundamentals	*	*	*	12	2	20
	Advanced Course	Consulting Methodology Principles	Environment Investigation and Analysis / Organization of Business Problems	*	*	*	12	3	23
			Problem Analysis and Solution Development	*	*	*	12	3	26
			Assessment of Business Models and Processes	*	*	*	12	3	28
		Leadership Skills Required of Consultant	Leadership Skills Required of Consultant			*		3	31
		Communication Skills Required of Consultant	Communication Skills Required of Consultant			*		3	34
		Negotiation Skills Required of Consultant	Negotiation Skills Required of Consultant			*		3	37
	Special Course	Industry Application Trends	Industry Application Trends	*	*		12	2	40
		Industry Business Trends	Industry Business Trends	*	*		6	1	43
		Latest Technology Trends	Latest Technology Trends		*			1	46
		Community Activities	Community Activities	-	-	-	-	-	49
Specific to Each Specialty Field <Selective Courses>	Advanced Course	Consulting Methodology - Intermediate Level -	Specialty to Industry (Finance)	*	*	*	18	3	62
			Specialty to Industry (Manufacturing and Distribution)	*	*	*	18	3	65
			Specialty to Industry (Public Sector)	*	*	*	18	3	68

Consultant

Training Course Description

<Common to Consultant>

Consulting Fundamentals (1 course)

- Consulting Fundamentals

Course Name	Consulting Fundamentals
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input checked="" type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire fundamental knowledge of consulting techniques, how to manage and utilize intellectual property, and general business and industry relevant consulting knowledge.</p> <p>○The attendees learn a consulting overview such as hypothesis generation, data collection and analysis, review and formulation of solutions, report creation, and presentations, all of which are for resolutions of business problems.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Possess fundamental IT knowledge and fundamental personal skills (e.g., leadership, communication, and negotiation).
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 30 hours (e-learning 6 hours/day x 5 days)</p> <p>[Second Half] Standard term: 4 days (classroom)</p>
Learning Goal	Can participate in an effective consulting project as a leader of a consulting team by utilizing fundamental consulting knowledge.

Skill Items	Knowledge Items
Utilization of Consulting Methodology	-Selection and Utilization of Consulting Techniques Comparison and Analysis and Selection and Usage of Consulting Techniques, Definition and Practice of Processes, Deliverables Definition, Usage of Consulting Techniques
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Collection of Customer, Market and Industry-related Information -Information Collection of Relevant Legal Regulation and External Constraint -Understanding of Positioning in Industry -Collection of Open Information -Benchmark Survey -Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model

Skill Items	Knowledge Items
Suggestion for Solutions (TO-BE Suggestion)	<ul style="list-style-type: none"> - Problem Analysis - Analysis of Affected Area - Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Communication	<ul style="list-style-type: none"> -2-Way Communication Dialogue and Interview, Information Transfer, Communication Technique, Effective Speaking and Listening -Transmission of Information Presentation Technique, Creation of Official and Nonofficial Documents, Technical Writing, Media Selection, Persuasion Technique -Organization, Analysis and Retrieval of Information Development and Practice of Status Response Capabilities to Understand Situations, Capabilities to Understand Situations, Meeting Management Techniques
Negotiation	<ul style="list-style-type: none"> -Negotiation Negotiation Process, Effective Negotiation Techniques, Establishment of Trust Relationship, Objective Setting, Common Interest, Logical Thinking, Problem Solving Techniques

Business Model Fundamentals (1 course)

- Business Model Fundamentals

Course Name	Business Model Fundamentals
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input checked="" type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire fundamental consulting knowledge and skills important for modeling of business models and business processes of customers' business.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	<p>Possess fundamental IT knowledge.</p> <p>To have taken training courses for basic accounting or basic corporate business operations is preferable.</p>
Training Method	E-learning, Lecture, Workshop
Duration	Standard term: 24 hours (e-learning 6 hours/day x 4 days), Standard term: 3 days (classroom)
Learning Goal	Can participate in business matters that require communication with a customer as a member of a consulting team by utilize fundamental knowledge of business models.

Skill Items	Knowledge Items
Utilization of Consulting Methodology	<p>-Selection and Utilization of Consulting Techniques Comparison and Analysis and Selection and Usage of Consulting Techniques, Definition and Practice of Processes, Deliverables Definition, Usage of Consulting Techniques</p> <p>-Understanding and Utilization of Analysis Tools and Models Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis</p>
Knowledge Management and Utilization	<p>-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents</p>
Identification and Analysis of Business Problems (AS-IS Analysis)	<p>-Business Model Analysis</p> <p>-Risk Control Assessment of Business Model</p>

Industry Business Operations Knowledge Fundamentals (1 course)

- Industry Business Operations Knowledge Fundamentals

Course Name	Industry Business Operations Knowledge Fundamentals
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input checked="" type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire knowledge of current industries and their business operations and fundamental knowledge of applications currently used or considered to be used in the future.</p> <p>○The attendees learn specific business operations to each industry and types of applications utilized in the specific business operations. Basic knowledge is a central aim, and attendees learn an overview of specific business operations in each industry and differences in business operations among industries. To learn specialistic knowledge of specific business operations in each industry is necessary after learning basic knowledge of business operations through this course.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	<p>Possess IT fundamental knowledge.</p> <p>To have taken training courses for basic accounting or basic corporate business operations is preferable.</p>
Training Method	E-learning, Lecture
Duration	Standard term: 12 hours (e-learning 6 hours/day x 2 days), Standard term: 2 days (classroom)
Learning Goal	Can participate in a project as a member of a consulting team by utilizing fundamental knowledge of industry business operations.

Skill Items	Knowledge Items
Knowledge Utilization of Industry	<p>-Specific Professional Knowledge</p> <p>Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management, Information Strategies, Business Accounting, Management Engineering, Information System Utilization in the areas of Engineering System and Business System, Understanding and Compliance of Relevant Regulations, Utilization of Industry Common, Applications Knowledge, Utilization of industry Specific Applications Knowledge, Understanding of Industry Business Trend, Technology Trend, and Competition Status, Understanding and Utilization of Industry Terms and Relevant Regulations, Understanding and Utilization of Industry Specific Business Environments, Understanding and Utilization of Industry Specific Business Practice, Understanding and Utilization of Industry Specific Business Operations, Understanding and Utilization of Industry Specific Business Environments, Understanding and Utilization of Social Environments, Understanding and Utilization of Industry Specific Relevant Regulations, Understanding and Utilization of Industry Specific Regulatory Status, Understanding and Utilization of Convention</p>

Project Management Fundamentals (1 course)

- Project Management Fundamentals

Course Name	Project Management Fundamentals
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input checked="" type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim: Attendees acquire fundamental knowledge of project management.</p> <p>○The attendees learn, based on “PMBOK”, a general concept of project management that covers all aspect of basic project management knowledge (e.g., project definitions, organization, plan formulation, schedule planning, project implementation, project management, and project completion) and that is not biased by characteristics of industries or fields.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Possess fundamental knowledge of information system development and have participated in projects.
Training Method	E-learning, Lecture, Workshop
Duration	Standard term: 24 hours (e-learning 6 hours/day x 4 days), Standard term: 3 days (classroom)
Learning Goal	Can perform project management activities effectively as a leader of a consulting team by utilizing fundamental knowledge of project management.

Skill Items	Knowledge Items
Project Management	<ul style="list-style-type: none"> -Project Integration Management Develop Project Charter, Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project -Project Scope Management Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control -Project Time Management Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, Schedule Control -Project Cost Management Cost Estimating, Cost Budgeting, Cost Control -Project Quality Management Quality Planning, Perform Quality Assurance, Perform Quality Control -Project Human Resource Management Human Resource Planning, Acquire Project Team, Develop Project Team, Manage Project Team -Project Communication Management Communications Planning, Information Distribution, Performance Reporting, Manage Stakeholders -Project Risk Management Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Risk Monitoring and Control -Project Procurement Management Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure

Consulting Methodology Fundamentals (1 course)

- Consulting Methodology Fundamentals

Course Name	Consulting Methodology Fundamentals
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input checked="" type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees understand fundamental consulting methodology, consulting processes, and techniques utilized in the consulting processes. The attendees also learn how to utilize the consulting related knowledge and techniques above.</p> <p>○In the first half, the attendees learn the following via e-learning type methods: a flow of entire consulting processes using consulting techniques, techniques for data collection, data organization, and data analysis, problem extraction, problem analysis techniques, review of problem solving plans, how to formulate the problem solving plans, how to prepare logical and effective reports, presentation, and negotiation in problem solving processes. In the second half, the attendees learn how to apply consulting processes utilizing consulting methodologies, and review example cases of provision of architecture solutions in workshops.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Have completed Consulting Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 12 hours (e-learning 6 hours/day x 2 days)</p> <p>[Second Half] Standard term: 2 days (classroom)</p>
Learning Goal	Can provide a customer with an effective proposal promptly as a leader of a consulting team by utilizing fundamental knowledge of consulting methodologies.

Skill Items	Knowledge Items
Utilization of Consulting Methodology	<ul style="list-style-type: none"> -Selection and Utilization of Consulting Techniques Comparison and Analysis and Selection and Usage of Consulting Techniques, Definition and Practice of Processes, Deliverables Definition, Usage of Consulting Techniques -Understanding and Utilization of Analysis Tools and Models Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis
Knowledge Management and Utilization	<ul style="list-style-type: none"> -Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	<ul style="list-style-type: none"> -Collection of Customer, Market and Industry-related Information -Information Collection of Relevant Legal Regulation and External Constraint -Understanding of Positioning in Industry -Collection of Open Information -Benchmark Survey

Consulting Methodology Principles (3 course)

- Environment Investigation and Analysis / Organization of Business Problems
- Problem Analysis and Solution Development
- Assessment of Business Models and Processes

Content \ Course Name	Environment Investigation and Analysis / Organization of Business Problems
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is one of the courses in Consulting Methodology Principles course group, which is the subsequent of Consulting Methodology Fundamentals course group.</p> <p>Attendees use the knowledge acquired in Consulting Fundamentals course group, such as how to use basic consulting approaches and IT relevant consulting models. The attendees also learn knowledge and skills of how to collect, analyze, and organize information for problems, which is important for business environment analysis and strategy formulation.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Have completed Business Model Fundamentals course group and Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	Standard term: 12 hours (e-learning 6 hours/day x 2 days), Standard term: 3 days (classroom)
Learning Goal	Can reengineer customer's business operations, formulate a future business model, and support implementation plan creation as a leader of a consulting team by utilizing knowledge of consulting methodology.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Collection of Customer, Market and Industry-related Information -Information Collection of Relevant Legal Regulation and External Constraint -Understanding of Positioning in Industry -Collection of Open Information -Benchmark Survey -Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Pro -Exchange Views with a Person in Charge of Operations
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	-Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Utilization of Consulting Methodology	-Understanding and Utilization of Analysis Tools and Models Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis

Skill Items	Knowledge Items
Knowledge Utilization of Business Function	-Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Course Name	Problem Analysis and Solution Development
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is one of the courses in Consulting Methodology Principles course group, which is the subsequent of Consulting Methodology Fundamentals course group.</p> <p>Attendees use the knowledge acquired in Consulting Fundamentals course group, such as how to use basic consulting approaches and IT relevant consulting models, and learn consulting methodology knowledge and skills that are important for IT relevant problem solving.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Have completed Business Model Fundamentals course group and Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	Standard term: 12 hours (e-learning 6 hours/day x 2 days), Standard term: 3 days (classroom)
Learning Goal	Can formulate an IT implementation plan, create a business case, and develop a migration plan as a leader of a consulting team by utilizing knowledge of consulting methodology.

Skill Items	Knowledge Items
Knowledge Management and Utilization	<ul style="list-style-type: none"> -Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	<ul style="list-style-type: none"> -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Utilization of Consulting Methodology	<ul style="list-style-type: none"> -Understanding and Utilization of Analysis Tools and Models Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis
Knowledge Utilization of Industry	<ul style="list-style-type: none"> -Industry-Specific Professional Knowledge Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management
Knowledge Utilization of Business Function	<ul style="list-style-type: none"> -Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Course Name Content	Assessment of Business Models and Processes
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is one of the courses in Consulting Methodology Principles course group, which is the subsequent of Consulting Methodology Fundamentals course group.</p> <p>Attendees use the knowledge acquired in Consulting Fundamentals course group, such as how to use basic consulting approaches and IT relevant consulting models, and learn practical knowledge and skills of creation of business models, and analysis and assessment of business processes.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	Have completed Business Model Fundamentals course group and Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	Standard term: 12 hours (e-learning 6 hours/day x 2 days), Standard term: 3 days (classroom)
Learning Goal	Can formulate an IT implementation plan and create a business case and migration plan as a leader of a consulting team by utilizing knowledge of business models and business processes.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Business Model Analysis Business Model Analysis, Risk Control Assessment of Business Model, Analysis and Understanding of Current Business Process, Analysis and Understanding of New Business Process, Utilization and Practice of Business Process Analysis Method, Business Environment Analysis, Understanding of Business Strategy (Management Strategy, Business Strategy), Examination of Framework for Formulation of Business Modes, Redevelopment of Value Chain, Development of Business Model
Utilization of Consulting Methodology	-Utilization of Consulting Methodology Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	-Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Knowledge Utilization of Industry	-Industry-Specific Professional Knowledge Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management
Knowledge Utilization of Business Function	-Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Leadership Skills Required of Consultant (1 course)

- Leadership Skills Required of Consultant

Course Name Content	Leadership Skills Required of Consultant
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire practical skills of the following that are success factors of any projects: object setting, team building, communication with people within and outside teams, creation of project action items, promotion of the project action items, management of the project action items, and skills for motivating team members.</p> <p>○The attendees learn, in workshops including role-play, the following items required to promote medium-sized, large-sized, or complex projects: leadership, self motivation, motivating team members through team building, interpersonal skills, discord management, and consensus building.</p>
Attendee	Those who have experience and results of another job category and who have completed projects as leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4 or 5)
Precondition	Possess fundamental leadership knowledge.
Training Method	Workshop
Duration	Standard term: 3 days (classroom)
Learning Goal	Can take leadership and carry out effective consultation as a responsible person for or a leader of a consulting team by utilizing leadership knowledge.

Skill Items	Knowledge Items
Leadership	-Leadership Fundamentals and Principles of Leadership, Teamwork and Communication, Project Objective Setting, Project Promotion, Project Execution, Project Management, Collaboration Between Team Members, Motivating Team Members and Provision for Feelings of Accomplishment, Pofessionality, Mindset, Customer-oriented Approach, Professional Mindset, Behavior and Mindset making the most of knowledge and abilities

Communication Skills Required of Consultant (1 course)

- Communication Skills Required of Consultant

Course Name Content	Communication Skills Required of Consultant
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire the following practical skills that are a success factor of any projects: effective and efficient communication with people involved in projects.</p> <p>○The attendees learn, in workshops including role-play, the following important for promotion of medium-sized, large-sized, or complex projects: two-way communication, passing of information, and processing of information.</p>
Attendee	Those who have experience and results of another job category and who have completed projects as leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4 or 5)
Precondition	Possess fundamental communication knowledge.
Training Method	Workshop
Duration	Standard term: 3 days (classroom)
Learning Goal	Can communicate with a person responsible on customer side as a person responsible for or a leader of a consulting team by utilizing communication knowledge.

Skill Items	Knowledge Items
Communication	<p>-2-Way Communication Dialogue and Interview, Information Transfer, Communication Technique, Effective Speaking and Listening</p> <p>-Transmission of Information Presentation Technique, Creation of Official and Nonofficial Documents, Technical Writing, Media Selection, Persuasion Technique</p> <p>-Organization, Analysis and Retrieval of Information Development and Practice of Status Response Capabilities to Understand Situations, Capabilities to Understand Situations, Meeting Management Techniques</p>

Negotiation Skills Required of Consultant (1 course)

- Negotiation Skills Required of Consultant

Course Name Content	Negotiation Skills Required of Consultant
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees acquire practical skills of negotiation important for any situations or scenes in projects.</p> <p>○About negotiation with people concerned with any scenes or situations in medium-sized, large-sized, or complex projects, the attendees learn and perform role-play in workshops in how to divide negotiation phases into several phases, how to understand expected problems, how to formulate problem solving solutions with negotiating partners.</p>
Attendee	Those who have experience and results of another job category and who have completed projects as leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4 or 5)
Precondition	Possess fundamental negotiation knowledge.
Training Method	Workshop
Duration	Standard term: 3 days (classroom)
Learning Goal	Can maintain continuously trust relationship with a negotiating partner in a difficult negotiation and build consensus with the negotiating partner as a person responsible for or leader of a consulting team by utilizing negotiation knowledge.

Skill Items	Knowledge Items
Negotiation	-Negotiation Negotiation Process, Effective Negotiation Techniques, Establishment of Trust Relationship, Objective Setting, Common Interest, Logical Thinking, Problem Solving Techniques

Industry Application Trends (1 course)

- Industry Application Trends

Course Name Content	Industry Application Trends
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input checked="" type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees learn the latest trends in each industry, and acquire knowledge of industry operations and solutions in the spotlight in order to keep updating knowledge of industry applications changing from day to day.</p> <ul style="list-style-type: none"> ○Training contents are provided on a given theme of each industry, application, or solution, and the attendees select a theme and take part in a lecture for maintaining or improving their skills at regular intervals or when needed. ○To provide lectures via e-learning type methods is possible; however, to give demonstrations of how applications work at lectures is preferable.
Attendee	Those who should keep up with the latest knowledge including industries that the professionals are working for currently or in the future and application packages utilized in the industries as persons responsible for or leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4, 5, or 6)
Precondition	Possess fundamental knowledge of industry applications.
Training Method	Lecture or E-learning
Duration	Standard term: 2 days (classroom) or Standard term: 12 hours (e-learning 6 hours/day x 2 days)
Learning Goal	Can provide a customer with an effective proposal as a person responsible for or a leader of a customer service team by utilizing industry application knowledge.

Skill Items	Knowledge Items
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	-IT Utilization Trends in Industry and Business Understanding of Latest Industry Applications Trends, Understanding of Latest Application Package Trends
Knowledge Utilization of Industry	-Industry-Specific Professional Knowledge Utilization of Industry Specific Operations, Understanding of Industry Business Trends, Technology Trends and Competitive Status, Understanding and Utilization of Industry Terms and Relevant Regulations, Understanding and Utilization of Industry Specific Business Environment, Understanding and Utilization of Industry Specific Business Practices, Understanding and Utilization of Industry Specific Operations
Knowledge Utilization of Business Function	-Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Industry Business Trends (1 course)

- Industry Business Trends

Course Name Content	Industry Business Trends
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input checked="" type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim: Attendees acquire knowledge of the latest business trends changing from day to day.</p> <p>○Training contents are provided on given themes (e.g., major industry management issues, topics, IT market trends in domestic and abroad IT markets, and IT business relevant technology trends) according to need, and the attendees select a theme to take part in a lecture (or via e-learning type methods) for maintaining or improving their skills at regular intervals or when needed.</p>
Attendee	Those who should keep up with their business trend knowledge in order to understand business and its environment customers relevant to projects as persons responsible for or leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4, 5, or 6)
Precondition	Have completed Consulting Fundamentals course group, or possess equivalent knowledge.
Training Method	Lecture or E-learning
Duration	Standard term: 1 day (classroom) or Standard term: 6 hours (e-learning 6 hours/day x 1 day)
Learning Goal	Can understand customer's business and problems precisely and provide a customer with an effective proposal as a person responsible for or a leader of a customer service team by utilizing knowledge of the latest business trends.

Skill Items	Knowledge Items
<p>Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)</p>	<ul style="list-style-type: none"> -Latest Trends of Solutions Understanding of the latest business Trends Domestic and Abroad, Understanding of Technology Trends Related to IT Business, Understanding of Technology Trends Related to Business Model Patents, Understanding of Next-generation E-business and Its Future Growth -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business Industry Business Problems, Information Strategies, Business Accounting, Management Engineering, Information System Utilization in the areas of Engineering System and Business System, Understanding and Compliance of Relevant Regulations

Latest Technology Trends (1 course)

- Latest Technology Trends

Course Name Content	Latest Technology Trends
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input checked="" type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Attendees learn the latest technology trends surrounding IT services changing from day to day and acquire knowledge of how to apply the latest technology trends to actual business.</p> <ul style="list-style-type: none"> ○The attendees learn trends and present situations IT, component technology trends of the following (platforms, system management infrastructure, databases, networks, distributed computing systems, and security), application technology trends, business model patent technology trends, next-generation e-business, and its future growth. ○Training contents are provided on given themes according to need, and the attendees select a theme to take part in a lecture for maintaining or improving their skills at regular intervals or when needed.
Attendee	Those who should keep up with their different kinds of technology knowledge as persons responsible for or leaders of consulting teams (those who aim to acquire the knowledge of Consultant level 4, 5, or 6)
Precondition	Possess fundamental knowledge of IT and have experience and results of solution development.
Training Method	Lecture
Duration	Standard term: 1 day (classroom)
Learning Goal	Can provide a customer with an effective proposal as a person responsible for or a leader of a customer service team by utilizing knowledge of the latest technology trends.

Skill Items	Knowledge Items
<p>Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)</p>	<p>-IT Utilization Trends in Industry and Business Understanding of Latest Industry Applications Trends, Understanding of Latest Application Package Trends</p> <p>-Survey of Information Technology Trends Understanding of Latest Hardware Technology Trends, Understanding of Latest Middleware Technology Trends, Understanding of Latest Platform Technology trends, Understanding of Latest Network Technology Trends, Understanding of Latest Database Technology Trends, Understanding of Latest Security Technology Trends, Understanding of Latest System Management Technology Trends</p>

Community Activities (1 course)

- Community Activities

Course Name	Community Activities
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input type="checkbox"/> Advanced Course <input checked="" type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input checked="" type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>Community activities, unlike trainings, give IT professionals opportunities to learn from one other and contribute to development of subordinates. Community activities are all sorts of activities within or outside companies regardless of any types of organizations.</p> <p>Community activities outside companies are activities in academic conferences or various associations (including voluntary ones), and community activities within companies are, for instance, activities by those certified by certification system in their companies. Basically, a community is made up of one job category.</p> <ul style="list-style-type: none"> ○Individuals with high-level skills are considered out of learning through trainings, and they are expected to improve their skills by exchanging information and discussing with other individuals in community activities. ○The individuals contribute to development of subordinates through writing a paper or giving lectures based on their high-level knowledge and skills. Especially in community activities within companies, they lead activities for design, institution, and implementation of personnel system, education system, and training system. They make contribution as IT professionals in business fields to pursuit of human resource development strategies related to business strategies as well.
Attendee	--
Precondition	--
Training Method	--
Duration	--
Learning Goal	--

Consultant

Training Course Description

<Specific to Each Specialty Field (Selective Courses)>

Consulting Methodology - Intermediate Level - (2 courses)

[] is a corresponding specialty field

- Enterprise Architecture [Business Function]
- IT Governance and IT Management [Business Function]

Content \ Course Name	Enterprise Architecture
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input checked="" type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This course helps attendees understand Enterprise Architecture (EA) to comprehend relationship between business and IT entirely that are important for consulting in business function areas. Attendees also learn knowledge to perceive business models, process models, information models, data models, and service models as architecture.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 5)
Precondition	Possess IT fundamental knowledge and have completed Business Model Fundamentals course group and Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 4 days (classroom)</p>
Learning Goal	Can participate in an effective consulting project as a leader of a consulting team by utilizing knowledge of enterprise architecture.

Skill Items	Knowledge Items
Utilization of Consulting Methodology	-Selection and Utilization of Consulting Techniques Comparison and Analysis and Selection and Usage of Consulting Techniques, Definition and Practice of Processes, Deliverables Definition, Usage of Consulting Techniques
Utilization of Consulting Methodology	-Utilization of Consulting Methodology Business Life Cycle Models (Introduction Stage, Growth Stage, Maturity Stage, Decline Stage), Product Portfolio Management (PPM) Model, Experience Curve, 3C Analysis, SWOT Analysis, 7S Models, Michael Porter's Five Forces Model, Value Chain Analysis
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents

Skill Items	Knowledge Items
Identification and Analysis of Business Problems (AS-IS Analysis)	<ul style="list-style-type: none"> -Collection of Customer, Market and Industry-related Information -Information Collection of Relevant Legal Regulation and External Constraint -Understanding of Positioning in Industry -Collection of Open Information -Benchmark Survey -Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model

Skill Items	Knowledge Items
Suggestion for Solutions (TO-BE Suggestion)	<ul style="list-style-type: none"> -Problem Analysis -Analysis of Affected Area -Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business

Course Name Content	IT Governance and IT Management
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input checked="" type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This course helps attendees acquire knowledge of an IT governance overview, roles of IT governance in business, how to assess maturity of informatization, and how to apply the knowledge to actual business operations.</p> <p>Attendees also learn how to manage information resource in an optimal way based on informatization maturity.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4 or 5)
Precondition	Possess fundamental IT knowledge and fundamental personal skills (e.g., leadership, communication, and negotiation).
Training Method	E-learning, Lecture
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 3 days (classroom)</p>
Learning Goal	Can participate in an effective consulting project as a leader of a consulting team by utilizing IT governance knowledge.

Skill Items	Knowledge Items
Utilization of Consulting Methodology	<ul style="list-style-type: none"> -Selection and Utilization of Consulting Techniques Comparison and Analysis and Selection and Usage of Consulting Techniques, Definition and Practice of Processes, Deliverables Definition, Usage of Consulting Techniques
Knowledge Management and Utilization	<ul style="list-style-type: none"> -Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	<ul style="list-style-type: none"> -Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure IT Governance Overview, Organizational Strategies, Overview of a procedure to prepare and implement IT Governance Corporate Governance, Necessity for IT Governance, Point of IT Governance, IT Governance Assessment, Internal Control Mechanism -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business

Consulting Methodology - Intermediate Level - (2 courses)

[] is a corresponding specialty field

- Asset Management [Business Function]
- Specialty to Industry (Finance) [Industry]
- Specialty to Industry (Manufacturing and Distribution) [Industry]
- Specialty to Industry (Public Sector) [Industry]

Course Name Content	Asset Management
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input checked="" type="checkbox"/> Business Function <input type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is a next-level course of Consulting Methodology - Intermediate Level - course group.</p> <p>Regarding business functions common to activities of general corporations, attendees learn knowledge of basic and application business operations processes of asset management of human resource, goods, and capital from information systematization perspective.</p> <p>To learn an overview of architecture of a general accounting application is recommended.</p>
Attendee	Those who have experience and results of another job category and who aspire to act as consultants (those who aim to acquire the knowledge of Consultant level 4)
Precondition	To have completed Business Model Fundamentals course group, Industry Business Operations Knowledge Fundamentals course group, and Consulting Methodology - Intermediate Level - course group is recommended.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 5 days (classroom)</p>
Learning Goal	Can understand customer's business structure and participate in an effective consulting project as a leader of a consulting team by utilizing fundamental knowledge of asset management.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge, Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model
Suggestion for Solutions (TO-BE Suggestion)	-Problem Analysis -Analysis of Affected Area -Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning

Skill Items	Knowledge Items
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Knowledge Utilization of Industry	<ul style="list-style-type: none"> -Industry-Specific Professional Knowledge Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management
Knowledge Utilization of Business Function	<ul style="list-style-type: none"> -Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Course Name	Specialty to Industry (Finance)
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input checked="" type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is a next-level course of Consulting Methodology Fundamentals course group.</p> <p>Focusing on business functions specific to finance, attendees learn an overview of characteristics of finance business operations and acquire knowledge important for implementation of industry relevant business design that is application of business functions common to activities of general corporations.</p> <p>○This course puts emphasis on understanding of whole image of finance business structure, specialized terminology, and specialized business operations. The attendees also learn characteristics of information systems relevant to financial instruments utilizing IT.</p>
Attendee	Have participated in consulting projects and have experience and results of completing consulting projects (those who aim to acquire the knowledge of Consultant (Specialty Field: Industry) level 5)
Precondition	Have completed Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 3 days (classroom)</p>
Learning Goal	Can provide a customer with an effective proposal as a person responsible for a customer service team by utilizing financial business knowledge.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge and Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model
Suggestion for Solutions (TO-BE Suggestion)	-Problem Analysis -Analysis of Affected Area -Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning

Skill Items	Knowledge Items
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Knowledge Utilization of Industry	<ul style="list-style-type: none"> -Industry-Specific Professional Knowledge Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management
Knowledge Utilization of Business Function	<ul style="list-style-type: none"> -Business Knowledge Common to Industries Accounting, Personnel Affairs, and Facility Management

Course Name	Specialty to Industry (Manufacturing and Distribution)
Content	
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input checked="" type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is a next-level course of Consulting Methodology Fundamentals course group.</p> <p>Focusing on business functions specific to manufacturing and distribution, attendees learn an overview of characteristics of manufacturing and distribution business operations and acquire knowledge important for implementation of industry relevant business design that is application of business functions common to activities of general corporations.</p> <p>○This course puts emphasis on understanding of whole image of manufacturing and distribution business structure, specialized terminology, and specialized business operations. The attendees also learn characteristics of information systems such as supplier management chain systems and production systems.</p>
Attendee	Have participated in consulting projects and have experience and results of completing consulting projects (those who aim to acquire the knowledge of Consultant (Specialty Field: Industry) level 5)
Precondition	Have completed Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 3 days (classroom)</p>
Learning Goal	Can provide a customer with an effective proposal as a person responsible for a customer service team by utilizing manufacturing and distribution business knowledge.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge and Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model
Suggestion for Solutions (TO-BE Suggestion)	-Problem Analysis -Analysis of Affected Area -Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning

Skill Items	Knowledge Items
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Knowledge Utilization of Industry	<ul style="list-style-type: none"> -Industry-Specific Professional Knowledge <p>Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management</p>
Knowledge Utilization of Business Function	<ul style="list-style-type: none"> -Business Knowledge Common to Industries <p>Accounting, Personnel Affairs, and Facility Management</p>

Course Name Content	Specialty to Industry (Public Sector)
Training Course Level	<input type="checkbox"/> Introductory Course <input type="checkbox"/> Basic Course <input checked="" type="checkbox"/> Advanced Course <input type="checkbox"/> Special Course
Training Area (Common or Specialty Field)	<input type="checkbox"/> Common to Consultant <input type="checkbox"/> Business Function <input checked="" type="checkbox"/> Industry
Outline	<p>Aim:</p> <p>This is a next-level course of Consulting Methodology Fundamentals course group.</p> <p>Focusing on business functions specific to public sector (e.g., public administration), attendees learn an overview of characteristics of manufacturing and distribution business operations and acquire knowledge important for implementation of industry relevant business design that is application of business functions common to activities of general corporations.</p> <p>○This course puts emphasis on understanding of whole image of public administration, relevant laws and regulations, administration structure, and specialized terminology. The attendees also learn characteristics of major public information systems.</p>
Attendee	Have participated in consulting projects and have experience and results of completing consulting projects (those who aim to acquire the knowledge of Consultant (Specialty Field: Industry) level 5)
Precondition	Have completed Consulting Methodology Fundamentals course group, or possess equivalent knowledge.
Training Method	E-learning, Lecture, Workshop
Duration	<p>[First Half] Standard term: 18 hours (e-learning 6 hours/day x 3 days)</p> <p>[Second Half] Standard term: 3 days (classroom)</p>
Learning Goal	Can provide a customer with an effective proposal as a person responsible for a customer service team by utilizing knowledge of public sector operations.

Skill Items	Knowledge Items
Knowledge Management and Utilization	-Management and Utilization of Knowledge Databases Creation of Knowledge (Added Value, Structuring, Sharing), Knowledge Utilization, Maintenance and Management of Knowledge and Understanding of Effects and Improvement, Business Model Patents
Identification and Analysis of Business Problems (AS-IS Analysis)	-Information Collection of Relevant Legal Regulation and External Constraint -Collection of Open Information -Management and Organizational Operating Structure -Information Collection of Management Index -Information Collection of Business Plan, Vision and Mission Statement -Exchange views of Business Plan -Survey of Business Process -Exchange Views with a Person in Charge of Operations -Understanding Issues of Business Environment -Summarizing Business Plan related Information -Structuring, Linking, and Range Setting of Problems -Extraction of Problems from Top Management's Point of View -Business Model Analysis -Risk Control Assessment of Business Model

Skill Items	Knowledge Items
Suggestion for Solutions (TO-BE Suggestion)	<ul style="list-style-type: none"> -Problem Analysis -Analysis of Affected Area -Proposal of Prioritization -Derivation for Directions of Solutions -Verification for Directions of Solutions -Estimation of Return on Investment -Strategy Deployment Planning
Problem Discovery from Knowledge of Operational IT (Knowledge Utilization)	<ul style="list-style-type: none"> -Latest Trends of Solutions -IT Management Structure -Survey of Information Systems to Assist Operational Process -Survey of Information Technology Trends -IT Utilization Trends in Industry and Business
Knowledge Utilization of Industry	<ul style="list-style-type: none"> -Industry-Specific Professional Knowledge <p>Industry and Finance and Public Relevant Knowledge, Service and Business Operations and Legal System Relevant Knowledge, Whole Concept and Customer Relationship Management and Supply Chain Management</p>
Knowledge Utilization of Business Function	<ul style="list-style-type: none"> -Business Knowledge Common to Industries <p>Accounting, Personnel Affairs, and Facility Management</p>