

Management Consulting - 2

SYLLABUS

Department responsible for the course: Economics Faculty, Economics Theory Department

Lecturer: Anna V. Ermishina, *AVErmishina@sfedu.ru*

Semester when the course unit is delivered: Spring semester

Teaching hours per week: 4

Level of course unit: Third cycle – Doctoral Programme

ECTS credits: 4

Admission requirements: English course A2.

Course aim

The overall objective of this course is to provide you with an overview the ‘world’ of general management consulting and to help you develop a basic understanding of that world and the skills and knowledge to be successful in it.

Learning Objectives:

- Gain knowledge of management consulting practices.
- Improve your ability to define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to ‘massage’ them conceptually.
- Gain practice in conducting a field-consulting project.
- Improve your ability to present analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.
- Gain exposure to a variety of processes and interventions involved in the management consulting arena.

Learning Outcomes

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

- ✓ Define management consulting and understand why and how consultants are utilized
- ✓ Apply a consulting process framework to an actual client engagement
- ✓ Understand the value of stakeholder engagement and how to apply it
- ✓ Develop a proposal and work plan for a consulting project
- ✓ Learn, practice, and refine skills for client engagement and project management
- ✓ Learn and apply discovery techniques and qualitative/quantitative research skills
- ✓ Make effective presentations to client organizations

Course Outline

Subject	Form of Lesson	Duration, hrs
Module 3. Managing the business of management consultancy		
Consultancy marketing strategies and tactics	Lecture Seminar	8
Finance and control issues	Lecture Seminar	8
Managing human resources	Lecture Seminar	8
The impact of IT on consultancy practice	Lecture Seminar	8
Module 4. Different fields of consulting activity		
Small and medium-sized firms	Lecture Seminar	8
Large corporations	Lecture Seminar	8
Consulting in the public sector	Lecture Seminar	8
Management consultancy for voluntary organizations	Lecture Seminar	8
Consulting internationally	Lecture Seminar	8
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Assessment System

Student evaluation will be based on the following criteria:

Research Review	5%
Client Proposal	15%
Case Study 1	15%
Case Study 2	15%
Class Participation	20%
Consulting Assignment Evaluation	30%

Students' assessment will be the result of their participation in practical classes along the course. Nevertheless, a minimum mark for attestation (60%) will be required.

READING

Core Reading

Block, Peter (2011). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer.

Block, Peter (2014). *Flawless Consulting*, www.flawlessconsulting.com

Buono, A. F., Grossmann, R., Lobnig, H., & Mayer, K. (2011). *The changing paradigm of consulting*. Charlotte, NC: Information Age

Additional Reading

Edersheim, Elizabeth Haas (2010) *McKinsey's Marvin Bower: Vision, Leadership, and the Creation of Management Consulting*. Wiley

Srinivasan, R. (2014). *The management consulting industry: Growth of consulting services in India*. *IMB Management Review*, 26(4), 257-270. <https://doi.org/10.1016/j.iimb.2913.09.001>

Wilson, M. (2015, May). *McKinsey & Company acquires Lunar, one of Silicon Valley's oldest design firms*. URL: <https://www.fastcompany.com/3046260/mckinseycompany-acquires-lunar-one-of-silicon-valleys-oldest-design-firms>

Internet Resources

Consulting business URL: <https://www.entrepreneur.com/topic/consulting-business>

Consultancy.uk. URL: <https://www.consultancy.uk>