Consulting I: Introduction

Syllabus

Winter Term 2019/20

Time: September – November 2019, cf. Schedule/LSF
Room: W 4.1.06 et al.
ECTS-Credits: 3
Level: Advanced
Prerequisites: none
Accessibility: Course is an elective for 3rd semester MBA-IM and open to international guest students on MBA-level

Learning Objectives:

The competence building enhanced by this class is focused upon the following pillars:

- basic concepts of the international consultancy business and its current development trends
- techniques and requirements for the management of consulting operations
- development of proposals as part of project initiation and possibilities for the development of consulting contracts
- selected techniques to be used in project realization (e.g. business cases, KPIs)
- ways of organizing a consulting firm
- challenges of a career in international consulting
### Course contributions to the MBA program goals / learning outcomes

<table>
<thead>
<tr>
<th>Goal</th>
<th>Course Contributions to Goal</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>1  Responsible leadership in organizational contexts</td>
<td>• Case studies worked on under high pressure in a true business environment.</td>
<td>Presentation of case study results</td>
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<tr>
<td>2  Creative problem solving skills in a complex business environment</td>
<td>• Understanding of a real business case with an international dimension • Exercises and group work as part of the lectures</td>
<td>Presentation of case study results / Developing the Term Paper</td>
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<td>3  Research Skills</td>
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<td>4  Management of Innovation</td>
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<td>5  Management of the challenges of global sustainability and awareness for social and corporate responsibilities</td>
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### Main course topics:

**Part I: Prof. Sander**

1  What is Consulting?
2  Phases of a Consulting Project - Overview
3  Selling Projects as part of *Project Initiation*
4  Selected Techniques of *Project Realization*  
   > Developing meaningful KPIs  
   > Drafting Business Cases  
   > Presenting Results convincingly
5  Organization and Staff of Consulting Firms

**Part II: Prof. Janovsky**

6  Overview: The Consulting Market
7  Recent Trends in International Consultancy
8  Management of Consulting Projects
9  Management of Consulting Firms
Basic outline and organization:
While exploring the field of Consulting the course will combine elements of both theory and practice: in the first part students are expected to attend lectures that cover the above-mentioned fields. In a second part the theoretical knowledge will then be transferred to practical applications. With the help of full-day case-studies and a number of exercises, the students will have to demonstrate their capability of defining the back-bones of a consulting approach in a competitive bidding and developing a conceptual framework for real consulting cases.

Grading:
The grading will be based upon the quality of the written presentation of a final case study (term paper). The document should have a clear structure, contain all relevant elements, be comprehensible, plausible and the documentation should be prepared in an adequate visual format.

Course Materials:
Kubr, Milan: Management Consulting
Block, P.: Flawless Consulting
DeMarco, T.: The Deadline
Minto, Barbara: The Pyramid Principle: Logic in Writing and Thinking
Phelps, Bob: Smart Business Metrics

Availability of the lecturers:
Jürgen Janovský
Office hours: Tuesday, 17:15-18:45, W 3.1.03
Email: juergen.janovsky@hs-pforzheim.de

Frauke Sander
Office hours: Tuesday, 11:30-13:00, W 2.4.16
Email: frauke.sander@hs-pforzheim.de

Preliminary schedule for Consulting I: Introduction

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>Sep 26 / Oct 9</td>
<td>Class sessions &amp; exercises – Introduction to Consulting, Selling Projects, Developing KPIs, Drafting Business Cases, Presenting Results</td>
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<td>Sep 28</td>
<td>Case study – Developing a proposal</td>
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<td>Nov, 1</td>
<td>Nature, trends and pitfalls in international consulting; managing projects &amp; firms</td>
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<td>Nov, 2</td>
<td>Simulation for participating in Consulting pitches</td>
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