

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 3 rd 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

Goal	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	<ul style="list-style-type: none"> Case studies worked on under high pressure in a true business environment. 	Presentation of case study results
2 Creative problem solving skills in a complex business environment	<ul style="list-style-type: none"> Understanding of a real business case with an international dimension Exercises and group work as part of the lectures 	Presentation of case study results / Developing the Term Paper
3 Research Skills		
4 Management of Innovation		
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities		

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 Janovsky

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

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