



COURSE GENERAL OVERVIEW

Key data for the Course	
Course	Consulting
Degree	MBA
Semester	2nd
ECTs Credits	3
Type	Core / Mandatory
Department	General Management
Área	Management and organization

COURSE DESCRIPTION

FacultyDetails	
Professors	
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Context of the course

Contribution to the professional profile

This course promotes the development of both technical and non-technical competences, to work in any type of company or organization, public or private, with a clear need to undertake managerial transitions and/or change management. The overall umbrella for the course resides in the General Management discipline and, more specifically, it relates to Strategic Planning and Strategy in Action.

Consulting will focus on ensuring that the students develop the conceptual logic that would drive the analysis and diagnosis of complex managerial situations, from a systemic perspective; also, to develop the ability to propose and implement a portfolio of solutions appropriate for each situation.

To do so, the course considers the aspects of change management and innovation as key levers when implementing solutions that will address problems and managerial/organizational situations that are complex in nature, and that require the evaluation of opportunity costs and the associated risks for the potential managerial solutions.

Pre-requisites

The course closes the logic path and itinerary of Strategy, prior to Corporate Governance, and materializes, jointly with Strategy in Action, the ability to use in real company situations the concepts, tools and frameworks for strategic planning and management. Therefore, before taking the Consulting course, students must have taken a course on the foundations of strategic planning as well as some courses on the basics of the company management.

SKILLS

Skills and abilities to be developed

Generic skills

- CG 1. Analysis and synthesis cognitive abilities applied to the business management world
- CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations
- CG 3. Business problem solving and decision making, both at the strategic and operational levels
- CG 4. Application of theoretical issues into the real business world in a way that new business opportunities can be discovered and sustainable competitive advantage can be built
- CG 8. Critical thinking and debating skills
- CG 9. Autonomous learning skills
- CG 10. Initiative, creativity and entrepreneurship spirit

Course-specific skills

CE 1. Understand and use the appropriate tools to diagnose and improve the company's competitive position; design a strategic plan.

Student's expected learning outcomes:

- RA1CE1. the student acknowledges the limitations of the strategic planning tools, and therefore creates situations in which they can be applied in an optimal way
- RA2CE1. the student uses the strategic planning tools so that he/she is able to make efficient strategic decisions
- RA3CE1. the student knows how and why the business environment and the company's resources can be drivers as well as brakes to an efficient strategic planning, decision making and control work

CONTENTS AND MODULES

Course contents
PART 1: VALUE BASED CONSULTING
1.- Consulting activity as a process and a function: creating value
2.- Business diagnosis and profitable growth
3.- Implementing solutions: strategic scorecard
4.- A consulting project in practice
PART 2: INNOVATION AND CHANGE MANAGEMENT IN CONSULTING PROCESSES
5.- Innovation as a tool for consulting
6.- Leading change: implementation of consulting projects

TEACHING METHODOLOGY

General methodological aspects for the course	
Teaching and learning in the classroom	Skills
<p>Lectures. In each session, the different concepts, frameworks and tools relevant for the discussion of cases, will be discussed. This review will summarize key concepts and methodologies covered in the rest of courses within the General Management and Strategy area. Each student should be able to apply them, leveraging this “suitcase of resources”.</p> <p>The professor will assess the fit and convenience of each resource used for the different consulting projects and situations, based on his previous experience in consulting and in the corporate arena. This methodological approach will allow the student to integrate knowledge from different disciplines, overcoming the sequential approach and way of thinking to develop and implement consulting projects.</p> <p>Case Discussions. Cases (both long and short) will be used in the sessions, to apply all the different stages of the consulting process. Cases will be prepared individually or in groups, depending on each case. Specific questions related to the consulting process will be provided, so the student (or the group) can prepare ahead of the session, the solution / improvement initiatives for each case.</p> <p>This preparatory work will be key to really take advantage of the course; it will be discussed during the session, encouraging the participation of the students and/or presentations in groups.</p>	<p>CG1; CG2; CE1</p> <p>CG1; CG2; CG3; CG4; CG8; CG9; CG10; CE1</p>

<p>The student will develop his/her own conclusions and takeaways, applicable to specific managerial situations after each session.</p> <p>Optional assignments and research exercises. In each session, several relevant topics will be proposed to the class, so they can be analyzed and developed by the students. This will promote the initiative of the students to complement, to develop and to work concepts and content that will emerge during the sessions. The proposed topics will be presented in class, individually or in groups, and will then be discussed.</p> <p>Guest speakers. In some of the classes, professionals from the consulting industry could be invited by the professor, in order to address some of the key topics related to the consulting process.</p> <p>Following the participation of guest speakers, each student will prepare a brief summary of the major ideas addressed and discussed during the class.</p>	<p>CG4; CG9; CG10; CE1</p> <p>CG2; CG4; CG9; CG10; CE1</p>
<p>Teaching and learning outside the classroom</p>	<p>Skills</p>
<p>Case analysis, preparation and documentation. The student will prepare each consulting initiative applied to each case. This will include not only reading the case, but also preparing the responses to the proposed questions, building upon the research activity conducted and the documentation process using concepts and tools as appropriate.</p> <p>Initiative and ability to integrate different tools and approaches when analyzing and solving the case will be valued. This is a critical aspect in consulting, as one of the key objectives is to regard this discipline as an integrated and systemic subject, that relies upon a solid and structured process for analysis and resolution.</p> <p>Academic Tutorials. Support available from the professor, on an individual basis, to guide the students and to solve questions, related to any of the topics or activities associated to this course. Specific dates and location will be defined upon request.</p> <p>Optional assignments. When a student undertakes an assignment related to the research on any of the proposed topics, he/she will present the key conclusions within the agreed deadlines, following the content and format defined jointly with the professor. These assignments will be either individual or in groups.</p>	<p>CG2; CG4; CG8; CE1</p> <p>CG1; CG2; CG3; CG4; CG8; CG9; CG10; CE1</p> <p>CG9; CG10; CE1</p>

SUMMARY OF STUDENT'S WORKING HOURS		
CLASSROOM ACTIVITIES		
Lectures and evaluation	Practical classes and guided activities	
13	17	
NON CLASSROOM ACTIVITIES		
Autonomous individual work (theoretical content) and study	Autonomous work about practical content	Collaborative / group assignments
10	20	15
Total: 3 ECTS:		75 working hours

EVALUATION AND GRADING CRITERIA

Evaluation activities	CRITERIA	WEIGHT
Attendance and active participation in the Classroom	Attendance (50%) and quality and quantity of arguments discussed during the sessions (50%) Individual assessment	20%
Tasks and activities developed in teams	Depth and quality of the group tasks done throughout the course (cases, exercises, presentations...) Group assessment	30%
Tasks and activities developed individually	Knowledge and quality shown in the individual tasks (cases, exercises, quizzes, etc.) Individual assessment	50%

A score equal or higher than “5.0” in each evaluation block will be required to pass the subject.

Those students that do not fulfill all the requirements set above, will have a second opportunity to pass the course.

In this recovery/second opportunity, the students will complete an individual exam that will cover all the contents of the course. A minimum score of “5.0” will be required.

Students with an attendance waiver.

Absent students will complete an individual exam that will cover all the contents of the course. A minimum score of “5.0” will be required.

REFERENCES

Basic Bibliography

Book

Smith, B., 2013. *Hands-On Consulting : Learning and Applying the Practice of Management Consulting*. Boston: Pearson.

Other references

Arjona, M. (2013), *La Estrategia Expresionista*, Ed. Díaz de Santos.

Rasiel, E. & Friga, P. (2002), *The McKinsey Mind*, McGraw-Hill.

Cosentino, M. (10th Edition, 2018), *Case in Point - Complete Case Interview Preparation*, Burgee Press.

Zelazny, G. (2001), *Say it with charts: the executive guide to visual communication*, McGraw-Hill.

Turner, A. (1982), *Consulting is more than giving advice*, HBR Article.

Technical notes, references to web pages, videos and other bibliography will be provided throughout the course