



## TECHNICAL SHEET OF THE SUBJECT

| Data of the subject |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Subject name        | Consulting in Practice                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Subject code        | IBS-MBA-624                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Main program        | <a href="#">Official Master's Degree in Business Administration - MBA</a>                                                                                                                                                                                                                                                                                                                                                                                                      |
| Involved programs   | Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Segundo Curso]<br>Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [Segundo Curso]<br>Máster Universitario en Administración de Empresas (MBA) [Primer Curso]                                                                                                                                                            |
| Level               | Postgrado Oficial Master                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Quarter             | Semestral                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Credits             | 3,0 ECTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Type                | Obligatoria                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Coordinator         | Miguel Arjona Torres (mikel2208@gmail.com) - Juan Antonio Gil Serra (jagil@comillas.edu)                                                                                                                                                                                                                                                                                                                                                                                       |
| Schedule            | Continuous availability through mail                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Office hours        | Continuous availability through mail                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Course overview     | Consulting will provide students with a solid experience when applying the main tools and techniques for strategic work. Addressing real strategic and organizational challenges, the students will realize how those tools and techniques can be integrated, to build a robust and coherent set of strategic options for a company. This approach will also drive the consideration and management of uncertainty and risks associated to the potential managerial solutions. |

| Teacher Information |                                     |
|---------------------|-------------------------------------|
| <b>Teacher</b>      |                                     |
| Name                | Miguel Arjona Torres                |
| Department          | ICADE Business School               |
| E-Mail              | marjona@icade.comillas.edu          |
| <b>Teacher</b>      |                                     |
| Name                | Juan Antonio Gil Serra              |
| Department          | Departamento de Gestión Empresarial |
| E-Mail              | jagil@icade.comillas.edu            |
| <b>Teacher</b>      |                                     |
| Name                | Marina Jane Livingstone             |



Email

mjlivingstone@icade.comillas.edu

## SPECIFIC DATA OF THE SUBJECT

### Contextualization of the subject

#### Contribution to the professional profile of the degree

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. It closes the itinerary of the discipline, before Corporate Governance, and materializes, together with Strategy in Action, the ability of the students to use -in actual situations- the relevant strategic models and tools.

#### Prerequisites

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.

### Competencies - Objectives

#### Competences

##### GENERALES

|             |                                                                                                                                                               |                                                                                                                |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <b>CG01</b> | Capacidades cognitivas de análisis y síntesis aplicadas a situaciones de negocios y problemáticas organizativas de gestión                                    |                                                                                                                |
|             | <b>RA1</b>                                                                                                                                                    | Describe, relaciona e interpreta situaciones y planteamiento de nivel medio                                    |
|             | <b>RA2</b>                                                                                                                                                    | Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas                     |
|             | <b>RA3</b>                                                                                                                                                    | Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada |
|             | <b>RA4</b>                                                                                                                                                    | Es capaz de resumir y estructurar la información empleando los conceptos adecuados                             |
| <b>CG02</b> | Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales |                                                                                                                |
|             |                                                                                                                                                               | Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios                                 |



|             |                                                                                                                                                                                                                       |                                                                                                                                                     |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <b>RA1</b>                                                                                                                                                                                                            | Identifica, conoce, entiende y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes                                  |
|             | <b>RA2</b>                                                                                                                                                                                                            | Conoce y usa Internet para buscar y manejar información, textos y datos                                                                             |
|             | <b>RA3</b>                                                                                                                                                                                                            | Discierne el valor y la utilidad de diferentes fuentes y tipos de información                                                                       |
| <b>CG03</b> | Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio |                                                                                                                                                     |
|             | <b>RA1</b>                                                                                                                                                                                                            | Identifica y define adecuadamente el problema y sus posibles causas                                                                                 |
|             | <b>RA2</b>                                                                                                                                                                                                            | Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación                                                               |
|             | <b>RA3</b>                                                                                                                                                                                                            | Identifica problemas antes de que su efecto se haga evidente                                                                                        |
|             | <b>RA4</b>                                                                                                                                                                                                            | Dispone de la capacidad para tomar decisiones de una forma autónoma                                                                                 |
|             | <b>RA5</b>                                                                                                                                                                                                            | Reconoce y busca alternativas a las dificultades de decisión en situaciones reales                                                                  |
|             | <b>RA6</b>                                                                                                                                                                                                            | Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto |
| <b>CG04</b> | Aplicación de conceptos y teorías a las organizaciones empresariales para descubrir nuevas oportunidades de negocio y lograr la generación de ventajas competitivas duraderas                                         |                                                                                                                                                     |
|             | <b>RA1</b>                                                                                                                                                                                                            | Relaciona conceptos de manera interdisciplinar o transversal                                                                                        |
|             | <b>RA2</b>                                                                                                                                                                                                            | Identifica correctamente los conocimientos aplicables a cada situación                                                                              |
|             | <b>RA3</b>                                                                                                                                                                                                            | Determina el alcance y la utilidad de las nociones teóricas                                                                                         |
| <b>CG08</b> | Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección                    |                                                                                                                                                     |
|             | <b>RA1</b>                                                                                                                                                                                                            | Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica                                                  |
|             | <b>RA2</b>                                                                                                                                                                                                            | Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias                               |
| <b>CG09</b> | Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial                        |                                                                                                                                                     |



|                    |                                                                                                                                                                                          |                                                                                                                                                                                                 |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | <b>RA1</b>                                                                                                                                                                               | Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico                                                                                        |
|                    | <b>RA2</b>                                                                                                                                                                               | Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos                                                                                                      |
|                    | <b>RA3</b>                                                                                                                                                                               | Amplía y profundiza en la realización de sus trabajos                                                                                                                                           |
| <b>CG10</b>        | Exhibir iniciativa, creatividad y espíritu emprendedor en la aplicación de las técnicas de management y el conocimiento a la gestión y al desarrollo de las organizaciones empresariales |                                                                                                                                                                                                 |
|                    | <b>RA1</b>                                                                                                                                                                               | Muestra apertura y curiosidad por las temáticas tratadas, más allá de la calificación de su trabajo                                                                                             |
|                    | <b>RA2</b>                                                                                                                                                                               | Amplía y profundiza en la realización de sus actividades                                                                                                                                        |
|                    | <b>RA3</b>                                                                                                                                                                               | Propone actividades nuevas, procesos de trabajo o de toma de decisiones nuevos e innovadores                                                                                                    |
|                    | <b>RA4</b>                                                                                                                                                                               | Muestra interés por desarrollar su propio proyecto empresarial                                                                                                                                  |
| <b>ESPECÍFICAS</b> |                                                                                                                                                                                          |                                                                                                                                                                                                 |
| <b>CE01</b>        | Conocimiento, comprensión y manejo de las herramientas para diagnosticar la posición competitiva de una compañía y diseñar, confeccionar y ejecutar el plan estratégico de la empresa    |                                                                                                                                                                                                 |
|                    | <b>RA1</b>                                                                                                                                                                               | Domina las distintas herramientas de apoyo para la planificación, la implantación y el control estratégicos, y las relaciona con elementos concretos dentro de situaciones empresariales reales |
|                    | <b>RA2</b>                                                                                                                                                                               | Valora las limitaciones de las herramientas de planificación, de implantación y de control estratégico y provoca las condiciones en que se puede hacer un uso óptimo de las mismas              |
|                    | <b>RA3</b>                                                                                                                                                                               | Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes                                                         |
|                    | <b>RA1</b>                                                                                                                                                                               | Comprende cómo y por qué el entorno y los propios recursos de la empresa pueden fomentar u obstaculizar una planificación, una toma de decisiones y un control eficientes                       |

## THEMATIC BLOCKS AND CONTENTS

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## Contents - Thematic Blocks

### 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 of the subject

#### In-class Methodology: Activities

**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".

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.

**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.

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.

The student will develop his/her own conclusions and takeaways, applicable to specific managerial situations after each session.

CG01, CG02, CE01

CG01, CG02,  
CG03, CG04,  
CG08, CG09,  
CG10, CE01



**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.

CG04, CG09,  
CG10, CE01

**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.

CG02, CG04,  
CG09, CG10, CE01

Following the participation of guest speakers, each student will prepare a brief summary of the major ideas addressed and discussed during the class.

### Non-Presential Methodology: Activities

**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.

CG02, CG04,  
CG08, CE01

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.

**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.

CG01, CG02,  
CG03, CG04,  
CG08, CG09,  
CG10, CE01

**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.

CG09, CG10, CE01

### SUMMARY STUDENT WORKING HOURS

| CLASSROOM HOURS                         |                                                                        |                                                                     |
|-----------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------|
| Lecciones de carácter expositivo        | Análisis y resolución de casos y ejercicios, individuales o colectivos |                                                                     |
| 13.00                                   | 17.00                                                                  |                                                                     |
| NON-PRESENTIAL HOURS                    |                                                                        |                                                                     |
| Estudio individual y lectura organizada | Análisis y resolución de casos y ejercicios, individuales o colectivos | Trabajos monográficos y de investigación, individuales o colectivos |



10.00

20.00

15.00

**ECTS CREDITS: 3,0 (75,00 hours)**

## EVALUATION AND CRITERIA

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

## Ratings

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

### Students not achieving the defined requirements:

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.

## BIBLIOGRAPHY AND RESOURCES



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2020 - 2021**

## Basic Bibliography

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

## Complementary Bibliography

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

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data [that you have accepted on your registration form](#) by entering this website and clicking on "download"

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)