



TECHNICAL SHEET OF THE SUBJECT

| Data of the subject | |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Subject name | Consulting |
| Subject code | E000011583 |
| Main program | Official Master's Degree in Business Administration - MBA |
| Involved programs | Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [Second year] |
| Level | Postgrado Oficial Master |
| Quarter | Semestral |
| Credits | 3,0 ECTS |
| Type | Obligatoria |
| Coordinator | Juan Antonio Gil Serra |
| 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 | |
|---------------------|-------------------------------------|
| Teacher | |
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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, 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

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| CG01 | Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems. | |
| | RA01 | Describe, relaciona e interpreta situaciones y planteamiento de nivel medio. |
| | RA02 | Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas. |
| | RA03 | Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada. |
| | RA04 | Es capaz de resumir y estructurar la información empleando los conceptos adecuados |
| CG02 | Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems. | |
| | RA01 | Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes. |
| | RA02 | Conoce y usa Internet para buscar y manejar información, textos y datos. |
| | RA03 | Discierne el valor y la utilidad de diferentes fuentes y tipos de información |
| CG03 | Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas. | |
| | RA01 | Identifica y define adecuadamente el problema y sus posibles causas. |
| | RA02 | Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación. |



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| | RA03 | Identifica problemas antes de que su efecto se haga evidente. |
| | RA04 | Dispone de la capacidad para tomar decisiones de una forma autónoma. |
| | RA05 | Reconoce y busca alternativas a las dificultades de decisión en situaciones reales. |
| | RA06 | Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto. |
| CG04 | Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages. | |
| | RA01 | Relaciona conceptos de manera interdisciplinar o transversal |
| | RA02 | Identifica correctamente los conocimientos aplicables a cada situación. |
| | RA03 | Determina el alcance y la utilidad de las nociones teóricas |
| CG05 | Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues. | |
| | RA01 | Utiliza el diálogo para colaborar y generar buenas relaciones |
| | RA02 | Muestra capacidad de empatía y diálogo constructivo |
| | RA03 | Es capaz de despersonalizar las ideas en el marco del trabajo en grupo para orientarse a la tarea. |
| | RA04 | Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias. |
| | RA05 | Se orienta a la consecución de acuerdos y objetivos comunes |
| | RA06 | Contribuye al establecimiento y aplicación de procesos y procedimientos de trabajo en equipo. |
| | RA07 | Desarrolla su capacidad de liderazgo y no rechaza su ejercicio. |
| | RA08 | Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas. |
| | RA09 | Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional |
| CG06 | Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management. | |
| | RA01 | Asume la deontología y los valores asociados al desempeño de la profesión. |
| | RA02 | Persigue la excelencia en las actuaciones profesionales. |
| | RA03 | Asume una actitud responsable hacia las personas, con los medios y recursos que se utilizan o gestionan. |



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| | RA04 | Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás. |
| CG08 | | Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations. |
| | RA01 | Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica. |
| | RA02 | Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias. |
| CG09 | | Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan. |
| | RA01 | Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico. |
| | RA02 | Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos. |
| | RA03 | Amplía y profundiza en la realización de sus trabajos. |
| CG10 | | Capacity for understanding and analysing international economics and international trade in all their financial, social, cultural, political, legal and environmental dimensions as well as their influence when defining, choosing and implementing the company's strategy. |
| | RA01 | Muestra apertura y curiosidad por las temáticas tratadas, más allá de la calificación de su trabajo. |
| | RA02 | Amplía y profundiza en la realización de sus actividades. |
| | RA03 | Propone actividades nuevas, procesos de trabajo o de toma de decisiones nuevos e innovadores. |
| | RA04 | Muestra interés por desarrollar su propio proyecto empresarial. |
| ESPECÍFICAS | | |
| CE01 | | 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. |
| | RA1CE1 | 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. |
| | RA2CE1 | 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. |
| | RA3CE1 | Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes. |
| | RA4CE1 | 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

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.

CE01, CG01, CG02

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



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.

CG10, CG04, CE01, CG09

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.

CG10, CG04, CE01, CG09,
CG02

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.

CG04, CE01, CG02, CG08

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.

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

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.

CG10, CE01, CG09

SUMMARY STUDENT WORKING HOURS

| CLASSROOM HOURS | | |
|----------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------|
| Lectures of an expository nature | Analysis and resolution of cases and exercises, individually or collectively | |
| 13.00 | 17.00 | |
| NON-PRESENTIAL HOURS | | |
| Individual study and organized reading | Analysis and resolution of cases and exercises, individually or collectively | Monographic and research work, individual or group work |
| 10.00 | 20.00 | 15.00 |
| ECTS CREDITS: 3,0 (75,00 hours) | | |

EVALUATION AND CRITERIA

| Evaluation activities | Evaluation criteria | Weight |
|-----------------------|---------------------|--------|
| | | |



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|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----|
| 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 (individual exam, cases, exercises, quizzes, etc.) Individual assessment | 50 |

Ratings

Students will have **two opportunities to pass the course**: one during the teaching period and another during the exam period that will take place in July.

In order to pass the course during the teaching period, a minimum grade of "5" is required on each of the assessment activities described above.

Those students who have not passed the course in the first evaluation period will have **to repeat the exam on the July re-sit summon**. Grades obtained by the student on the rest of assessment activities – with its associated weights- will be maintained on this second evaluation.

Students with a waiver for class attendance will be graded based on the final exam

BIBLIOGRAPHY AND RESOURCES

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