



University of Nicosia, Cyprus

Course Code MBA-705	Course Title Consultancy Process	ECTS Credits 7.5
Department School of Business	Semester Fall, Spring, Summer	Prerequisites MBA-609
Type of Course Elective	Field Management	Language of Instruction English
Level of Course 2 nd Cycle	Year of Study 2 nd	Lecturer(s) Dr Pavlos Pavlou
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

1. The key words that probably define consultancy are probably professional and qualified. Thus, consultancy implies the experience of management but also an objective and ethical standard backed by strong knowledge. Consultancy work often involves transferring your academic knowledge into various activities, designed to provide practical solutions.
2. Management consulting is a growing and influential sector of the service industries sector. Both in government and the private sector management has come to be increasingly reliant on outside advice for a range of services from strategy through to IT infrastructure. An understanding of the management consulting industry and how consultants operate is therefore important for all public and private sector managers. It has been recognized as a tool and professional service that helps managers with the problems that their organizations encounter
3. The course is designed to make participants reflect on the process of working as a consultant and develop a personal vision on the role of a process consultant. Furthermore, this course aims at developing understanding and skills in handling sensitive issues in consultancy, such as building trust, ethical problems, ensuring implementation and overcoming resistance to change, as well as developing skills in acting as a facilitator in team-building and as a process consultant.
4. During this course, management consulting will be treated both as a method of improving business practices and as a profession. These two aspects of the same process will however not conflict with one another, as they are in fact like the sides of the same coin.
5. Furthermore, the object of this course is to illustrate the best current practice procedure in order to design the core of the consultancy process. Moreover it contributes to understanding the high professional standards in management consulting and it provides information and knowledge on consultancy in general. Specifically the course is focused on:

- A general view of the consulting profession
- An overview of the generic issue-based consultancy process
- Explaining of how the concepts, procedures and methods of consultancy work
- Analyzing the client-consultant relationship
- Examining a consultancy company's Management System
- Applying the procedures on case studies

Learning Outcomes:

At the end of this course students should be able to:

1. Establish an understanding of the success factors of consultancies.
2. Prepare tenders, design change processes for internal or with consulting support.
3. Evaluate, when consulting support can be used or sold successfully.
4. Fully appreciate the steps of the consultancy process
5. Define the professional and ethical standards to which consultants should work
6. Explain how this standards may affect the work of consultants
7. Identify the key tasks in conducting consultancy projects
8. Build client relationships
9. Handle sensitive issues in consultancy affairs
10. Identify the consultancy problem solving process

Course Contents:

The course covers:

1. General Overview of consulting
 - a) What is consultancy
 - b) How and why are consultants used
 - c) The consultancy process
2. Professionalism and ethics in consulting
3. The Consultancy Process
 - a) Entry
 - b) Diagnosis
 - c) Action Planning
 - d) Implementation
 - e) Termination
4. Client communication
5. Consultancy application in various fields
6. Change management approaches in consultancy activities
7. Managing a consulting firm
 - a) Fundamentals of management in a consulting firm
 - b) Consulting firm strategy
 - c) Marketing of Consulting Services
 - d) Costs and Fees

Learning Activities and Teaching Methods:

Interactive course, lectures, examples, group work
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Assessment Methods:

Class attendance, mid semester exam, class project, final exam,

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Stroh, L.K. and H.H. Johnson. Lawrence	The Basic Principles of Effective Consulting.	Erlbaum & Associates, New Jersey,	2006	

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Milan Kubr	Management Consulting, A guide to the profession 4 th edition	International Labour Office Geneva	2002	