



Course Syllabus

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|-------------------------|--------------------------|------------------------------------|
| Course Code | Course Title | ECTS Credits |
| MBAN-681 | Consultancy Process | 6 |
| Prerequisites | Department | Semester |
| None | School of Business | Fall, Spring |
| Type of Course | Field | Language of Instruction |
| Concentration | Management | English |
| Level of Course | Lecturer(s) | Year of Study |
| 2 nd Cycle | Dr. Alexandros Antonaras | 1 st or 2 nd |
| Mode of Delivery | Work Placement | Corequisites |
| Face to Face | N/A | None |

Course Objectives:

The main objectives of the course are to:

- The key words that probably define consultancy are professional and qualified. Consultancy implies the experience and expertise of management practice but and high ethical standard backed by strong knowledge. Consultancy work often involves transferring your academic knowledge into various activities, designed to provide practical solutions.
- 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
- The course is designed to enable participants to 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.
- During this course, management consulting will be treated both as a method of improving business practices and as a profession.

- 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

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Define a business consultant, recognizing his responsibilities and the ways in which he can add value for a client business
2. Outline the sequence of activities that characterise a typical consulting project (consulting process)
3. Appreciate the skills effective management consultants need to have, describe the selling process of a consulting project and recognize the key elements of the project proposal and how they may be articulated in order to have an impact and to influence the recipient
4. Recognise the rational, cognitive and political dimensions of a business problem distinguishing between the aim, objectives and outcomes of the consulting project
5. Develop a project charter listing a range of analysis techniques to review the business and its environment and explaining how the consultant contracts with the client to ensure success of the project
6. Understand the levels of client-consultant interaction depending on the type of consulting project undertaken describing the different roles that members of the client organisation can play
7. Understand the basis of different analysis strategies and appreciate how information may be visualized, recognizing the key tasks which contribute to the consulting project and developing a plan for the project with an allocated budget
8. Recognise the value of effective time management, understanding the process of communication and appreciating the advantages and disadvantages of verbal, written and visual mediums of communication
9. Recognise the importance of delivering consulting project's findings to the client understanding the common career structures in consulting companies and recognising the opportunity to develop an internal consultant managerial style

“Details on the contribution of the course’s learning outcomes towards the learning goals / competencies and learning objectives of the programme are included in the curriculum map of each programme”.

Course Content:

The course covers:

- The Nature of Management Consulting
- How Consulting adds value
- The Consulting Process
- The Skills of the Consultant
- Consulting Project Proposal
- Consulting across borders and cultures
- Project Evaluation and Analysis
- Executing a Successful Consulting Project
- Creative approaches to analysis
- Analysing decision-making in the client business and the decision context
- Consulting project planning and time management
- Communication skills and presenting ideas
- Learning from success
- Consulting as a career

Learning Activities and Teaching Methods:

Interactive course lectures, examples & case studies, in-class group work

Assessment Methods:

Class attendance/participation in weekly activities
 Group project
 Final exam

Required Textbooks / Readings:

| Title | Author(s) | Publisher | Year | ISBN |
|--|--------------------------------|-----------|------|---------------|
| Management Consulting: Delivering an Effective Project | Louise Wickham, Jeremy Wilcock | Pearson | 2016 | 9781292127606 |

Recommended Textbooks / Readings:

| Title | Author(s) | Publisher | Year | ISBN |
|---|------------------|-----------------------------------|-------------|---------------|
| The Management Consultant: Mastering the Art of Consultancy | Richard Newton | Financial Times/ Prentice Hall | 2010 | 9780273730873 |