



## Sofaer Global MBA

### Management Consulting Practicum

1238-3772

Prerequisites: Intro-Workshop or Management Consulting Course  
or Consulting Experience

Module 2+3 – 2026

#### Course Section Details

Section	Dates	Hour	Lecturers	Where?
Intro Workshop	Tuesday Jan. 27 Friday Jan 30, 2026	10:00-13:00 10:00-13:00	Prof. Theo Peridis & Ms. Jackie Goren	Room: LL003 Recanati 305
Consulting Proposal Week (*)	Feb.3 – First Group Meeting and Client Meetings  Friday Feb. 6th – Second Group meeting and planning session + Client Presentation  Feb. 8th - CP session, First draft  Feb 11th - CP draft Approval  Feb 15 – Group by Group CP client presentations upon approval	17:00- 20:00  10:00-13:00  20:00-22:00  20:00-22:00	Prof. Theo Peridis & Ms. Jackie Goren	LL 001  LL 004  LL002  LL002
Ongoing touch points (**)	Sundays between 18:45 (11:45 Toronto) and 21:30(14:30 Toronto) Israel time	Team by team with coordination of the lecturers	Prof. Theo Peridis & Ms. Jackie Goren	Face to face + hybrid
Mid Term Presentation	TBD			

International Global Week	May 7th - May 12th	Off Site in Greece	Prof. Theo Peridis & Ms. Jackie Goren	Face to face Greece
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### Course Units

2 course unit = 8 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

### Course Description

This course offers students real-world consulting experience through live projects with global partner companies. Students will apply top-tier consulting frameworks, work with international mentors, and gain experience in client management, strategic analysis, and cross-cultural teamwork.

### Course Objectives

By the end of the course, students will:

- Master **consulting methodologies** (MECE, SCQ, SWOT, Porter's Five Forces, Minto Pyramid)
- Gain hands-on experience **working with international clients** on real projects
- Develop skills in **data-driven problem solving** and presentation
- Learn **relationship management and trusted advisor skills**
- Work in **global teams**, including a week-long in-person collaboration in Greece

### Assessment and Grade Distribution

Component	Weight	What's Expected of You	How It's Measured	When It Happens	What You'll Learn
<b>Participation &amp; Peer Evaluation</b>	20%	Be fully engaged in every class, workshop, client meeting, and mentor session. Come prepared, contribute to discussions, and communicate professionally.	Attendance, preparedness, active involvement, professionalism in emails/meetings. Anonymous 2 peer evaluations	Ongoing throughout the course. The peer evaluation will happen on Mid Term and end of course	How to act like a consultant from day one: presence, communication, and building trust. Team dynamics, leadership and constructive

					giving and receiving of feedback
<b>Client Evaluation</b>	20%	Interact with your client like a trusted advisor: be reliable, professional, and responsive.	Client survey on professionalism, responsiveness, and quality of interactions.	Mid-term & end of course.	Client relationship management and professionalism in real consulting work.
<b>Consulting Proposal (SCQ + Plan)</b>	10%	Deliver a clear, structured Consulting Proposal that frames the problem, hypothesis, and plan.	Mentor approval of SCQ, hypothesis, and plan. Quality of logic, structure, and feasibility.	Feb. 15 (proposal presentations).	How to scope projects, ask the right questions, and present a compelling plan.
<b>Mid-Term Presentation</b>	15%	Present progress to mentors and clients: findings so far, challenges, and next steps.	Clarity, insight, response to questions, storytelling, and peer feedback.	End of March.	Mid-course feedback, improving presentation skills, and adjusting strategy early.
<b>Final Presentation &amp; Report</b>	35%	Deliver a polished, client-ready report and presentation in Greece. Defend recommendations with confidence.	Professional slide deck + written report. Presentation quality, analysis depth, actionable recommendations, and Q&A performance.	May 7–12 (Greece week).	High-level consulting delivery, boardroom presentation skills, and strategic storytelling.

## Course Assignments

### Team Contract and Roles Approved by Mentors:

Each team will create a contract that outlines individual responsibilities, team roles, communication guidelines, and expectations for collaboration, which must be approved by mentors to ensure alignment and accountability within the team.

**Situation-Complication-Question and Hypothesis Approved by Mentors and Consulting Proposal:**

Teams will define the business problem using the Situation-Complication-Question (SCQ) framework, develop a hypothesis, and present a consulting proposal that clearly outlines their approach, methodology, and expected outcomes, which must be approved by mentors before proceeding.

**Work Plan Approved by Mentors:**

A detailed research and project work plan will be developed, including timelines, resource allocation, and tasks, which must be reviewed and approved by mentors to ensure that the project is structured for successful execution.

**First Draft of Mid-Term Presentation and Takeaways with Next Steps:**

By mid-term, teams will present a draft of their progress to date, including key findings and proposed next steps, with feedback from mentors on how to refine their approach and move forward.

**Mid-Term Review and Peer Analysis:**

Teams will participate in a mid-term review presentation to mentors and clients, where they will receive feedback on their progress. Additionally, peer evaluations will be conducted to assess teamwork and individual contributions.

**Final Report:**

Teams will submit a comprehensive report that clearly articulates the research findings, analysis, actionable recommendations, and strategic insights that align with the client's business goals and needs.

**Final Presentation to Partner Company and Mentors:**

Teams will deliver a professional and polished final presentation to the partner company, showcasing their research findings, recommendations, and solutions. They will answer client questions and objections, demonstrating their expertise and ability to communicate complex ideas clearly.

**Grading Policy**

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course will fall between 85-90.

Additional information regarding this policy can be found on the Faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2025-26/MBA/regulations/exams>

## Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

## Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students. It is, therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. (For example: exam details and updates regarding assignments).

## Course Outline\*

Session	Date	Topic(s)	Submissions
1	<b>Tuesday Jan. 27th</b> 10:00-13:00	Workshop Part 1 – Trusted Advisor & Consulting Proposal	
2	<b>Friday Jan 30th</b> 10:00-13:00	Workshop Part 2 – The Consulting Process and Teamwork	
3	<b>Friday Feb. 6th</b> 10:00-13:00	Team Formation and Planning + Client Presentation	Team contract and roles approved by Mentors
4	<b>Sunday Feb. 8th</b> 18:00-20:00	Proposal Session – First Draft	Approve SCQ
5	<b>Thursday Feb 11th</b> 20:00-22:00	CP Draft Approval	Approve CP
6	<b>Sunday Feb. 15</b>	Consulting Proposal Presentation – need to schedule with client and mentors	Present CP and send your Workplan for approval
7	<b>Sunday March 22<sup>th</sup></b> 18:45-21:30	McKinsey Workshop	Hybrid
8	<b>Bi-Weekly meetings with Mentors: either Sunday, Tuesday, or Thursday between 18:45 (11:45 Toronto)</b>	Progress Review and Q&A	Peer Evaluation review

	<b>and 21:30(14:30 Toronto) Israel time</b>		
9	<b>The week of April 19<sup>th</sup></b>	Mid Term Presentation Dry Run Session	
10	<b>No later than April 26<sup>th</sup></b>	Mid Term Presentation	Mid Term Presentation
11	<b>May 7<sup>th</sup> - May 12<sup>th</sup></b>	International Week –Greece	Final Presentation + Report

\* note the coverage of these topics may change slightly.

### Required Reading (purchases)

"The McKinsey Way" by Ethan M. Rasiel

Rasiel, E. M. (1999). *The McKinsey Way: Using the Techniques of the World's Top Strategic Consultants to Help You and Your Business*. McGraw-Hill.

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"The Pyramid Principle: Logic in Writing and Thinking" by Barbara Minto

Minto, B. (2009). *The Pyramid Principle: Logic in Writing and Thinking*. Financial Times Prentice Hall.

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"The Trusted Advisor" by David H. Maister, Charles H. Green, and Robert M. Galford

Maister, D. H., Green, C. H., & Galford, R. M. (2000). *The Trusted Advisor*. Free Press.

### ARTIFICIAL INTELLIGENCE (AI) USE POLICY

This policy covers any generative AI tool, such as ChatGtP, Claude, Elicit, etc. This includes text and artwork/graphics/video/audio.

You may use AI programs, e.g. ChatGPT, to help generate ideas and brainstorm. Learning to use AI is an emerging skill, and you must learn how to leverage it for our work. However, be aware of the limits of these software systems. You should note that the material generated by the large language models may be inaccurate, incomplete, or otherwise problematic. These tools still tend to make up incorrect facts and fake citations, code generation models may produce inaccurate outputs, and image generation models can occasionally come up with images that include legal infringements—e.g., copyright, privacy—or are otherwise offensive. Beware that use may also stifle your own independent thinking and creativity.

You must indicate what part of the assignment was written by AI and what was written by you. You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be cited like any other reference material.

You will be responsible for any inaccurate, biased, offensive, or otherwise unethical content you submit regardless of whether it originally comes from you or a foundation model. Having said all these disclaimers, the use of foundation models is encouraged.

The university's policy on plagiarism still applies to any uncited or improperly cited use of work by other human beings, or submission of work by other human beings as your own.