



בית הספר למוסמכים במינהל עסקים ע"ש ליאון רקנאטי

## 1231.3720.01 – עקרונות הייעוץ העסקי Principles of Business Consulting

(דרישות קדם: יסודות האסטרטגיה, ניהול השיווק)

סמסטר א' – תשפ"א

הסילבוס מוצג באנגלית מאחר ותוכן הקורס מוצע במקביל בתוכניות השונות בעולם המשתתפות ב-GBS, ההתנסות המעשית הגלובלית.

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Sunday (First half)	18:45-21:30	<a href="#">As posted on the list of exams</a>	Ms. Jackie Goren	<a href="mailto:jackieg@tauex.tau.ac.il">jackieg@tauex.tau.ac.il</a>	054-8050444

**Office Hours:** By appointment

**Teaching Assistant:** Mr. Nir Kaftan, [nir.gcp@gmail.com](mailto:nir.gcp@gmail.com), 050-6388535

### Course Units

1 course unit = 4 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 introduces the art, practice and business of management consulting.

The course focuses on the methods employed in contemporary global business consulting companies and is meant to allow the student to appreciate and practice the conceptual principles of management consulting as well as the effort involved in a comprehensive business study or analysis.

The course of study focuses on methods and processes used in the analysis of (strategic) decision situations, the identification of key options, the study and articulation of essential insights based on primary and secondary research, the coherent and logical planning of the consulting project so that it will end with relevant and actionable recommendations that the organization could adopt, and end on time and within budget.

**The course is relevant to those 1) who are specifically interested in consulting careers and / or 2) whose current or future jobs involve consulting or management using consultants.**

**We recommend that students who choose this course will consider taking the GBS program – in which all the principles learned in this course will be implemented.**

### **Course Structure and requirements:**

The course is based on several components:

- **Lectures and discussions** – during the course the subjects of the course as detailed below will be taught in class/zoom. The presentations will be published on the course website (<http://moodle.tau.ac.il>) .
- **Reading and articles analysis** – during the course we will publish relevant articles that will be discussed in class. You are expected to read them before class
- **Guest Lectures** – the course will include guest lectures from the consulting industry
- **Students presentation**
- **One on One meetings about the final deliverables**

## **Course Objectives**

After completion of this course participants will be able to:

- Define management consulting and understand why and how consultants are utilized
- Exercise best management consulting practices
- Structure a complex business problem and frame it for project planning
- Identify the key activities in a comprehensive consulting project
- Make effective presentations to client organizations
- Appreciate the effort involved in conducting a major consulting/research project
- Decide whether the “world of management consulting” is an attractive employment opportunity for them

## **Course Assignments**

**During the course the students will implement the content of the course on a real consulting situation in groups of four.**

The students will be required to analyze the company business problem according to the methodology that will be reviewed in class, to write a consulting proposal, analyze the competitive environment and develop initial strategic alternatives.

**During the course we will suggest projects, or the students can decide to work on another company that they choose – as long as they will have access to the company, and get our approval no later than the third meeting of the course.**

## **Evaluation of Student and Composition of Grade**

### **Course Evaluation:**

Will be based on participation in class, submission of an individual personal essay and the final presentation in teams of four. The final grade will be:

- Individual personal essay 15% (date will be announced during the semester)
- Final presentation grade 85%

### **The project grade will be comprised of 3 parts:**

- Team grade on the final presentation (10%)
- Team grade on the final project that will be submitted (80%)
- Personal grade based on a short oral test of the level of knowledge of the project that will be conducted after the end of the course – we will announce the date during the semester

Students who are unable to complete an assignment or course requirement must notify the TA of the course in advance via email

### **Grading Policy**

According to University regulations, participation in all classes of a course is mandatory (Article 5).

Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

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

### **Evaluation of the Course by Student**

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

### **Course Site (Moodle)**

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

### **Course Outline\***

Date	Hour	Topic(s)	Assignments & Reading
18/10	18:45-19:45	<b>The Consulting Engagement:</b> Hands-on, in-class simulation	Consulting is more than giving advice, Turner, HBR (M) Christopher D. McKenna, <i>The World's Newest Profession: Management Consulting in the Twentieth Century</i> , Cambridge University Press, New York (NY), 2006. <b>During/after the meeting divide into study teams of 4 and choose your "client" and set time to interview the client</b>

Date	Hour	Topic(s)	Assignments & Reading
	20:00-21:15	<b>A crash intro to the Business Consulting Process:</b> concepts and terminology <ul style="list-style-type: none"> <li><i>A course &amp; syllabus review</i></li> <li><i>What does consultant do?</i></li> <li><i>When do you need a consultant?</i></li> <li><i>The consulting history culture and ethics</i></li> </ul>	
25.10	18:45-20:00	<b>The Consultant role in the 21 century</b>	Consulting on Cusp of Disruption; Clayton M. Christensen, Dina Wang & Derek van Bever, HBR
	20:15-21:30	<b>Management Consulting Ethics</b>	Block, Peter. Flawless Consulting, www.flawlessconsulting.com, 2014  Power Questions: Build Relationships, Win New Business, and Influence Others by Andrew Sobel and Jerold Panas, John Wiley & Sons, Inc. (ISBN # 978-1-118-11963-1
1/11	18:45-20:00	<b>The consulting process I:</b> <ul style="list-style-type: none"> <li><i>A typical project</i></li> <li><i>1<sup>st</sup> meeting &amp; SA</i></li> <li><i>Defining the problem (SCQ)</i></li> <li><i>Root cause analysis</i></li> <li><i>5 why's</i></li> </ul>	<a href="https://vdocuments.site/documents/problem-solving-with-mckinsey-method.html">https://vdocuments.site/documents/problem-solving-with-mckinsey-method.html</a>
	20:15-21:30	<b>The consulting process II:</b>  Hypotheses Tree, Issue Tree, MECE	<b>Based on your client interview be prepared with a short S-C-Q presentation of 3-5 slides re your "client" (use PADLET for insights)</b>
8/11	18:45-21:30	<b>Guest Lecture - Using Digital and Analytics tools in Management Consulting</b>	
15/11	18:45-20:00	<i>Present and Discuss the Issue Tree &amp; Hypothesis Tree + MECE exercise</i>	<b>Prepare and submit an Issue Tree &amp; 2 hypotheses for solving the case</b>
	20:15-21:30	<b>The consulting process</b>	

Date	Hour	Topic(s)	Assignments & Reading
		III: The consulting proposal ("CP") & Using Frameworks	
22/11	18:45-20:00 \  20:15-21:30	<b>The Consultant Presentation</b>   <b>Team by team meetings</b>	<a href="https://www.extension.harvard.edu/professional-development/blog/6-tools-every-business-consultant-should-know">https://www.extension.harvard.edu/professional-development/blog/6-tools-every-business-consultant-should-know</a>  <a href="https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-classic-mckinsey-frameworks-that-continue-to-inform-management-thinking">https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-classic-mckinsey-frameworks-that-continue-to-inform-management-thinking</a>
29/11	18:45-21:30	<b>Project Presentation</b> Wrap up	

\*Subject to change

## Recommended Reading

<https://vdocuments.site/documents/problem-solving-with-mckinsey-method.html>

(K) Walter Kiechel III, ***The Lords of Strategy: The Secret Intellectual History of the New Corporate World***, Harvard Business Press, Boston (MA), 2010.

(R&F) Ethan M. Rasiel and Paul N. Friga, ***The McKinsey Mind***, McGraw-Hill, New York (NY), 2001.

(M) Christopher D. McKenna, ***The World's Newest Profession: Management Consulting in the Twentieth Century***, Cambridge University Press, New York (NY), 2006.

(B) Peter Block, ***Flawless Consulting: A Guide to Getting Your Expertise Used***, Jossey-Bass/Pfeiffer (Wiley), New York (NY), 2000 (2nd Edition).

Consulting is more than giving advice, Turner, HBR

(M) Christopher D. McKenna, ***The World's Newest Profession: Management Consulting in the Twentieth Century***, Cambridge University Press, New York (NY), 2006

Consulting on Cusp of Disruption; Clayton M. Cristensen, Dina Wang & Derek van Bever, HBR

Block, Peter. *Flawless Consulting*, [www.flawlessconsulting.com](http://www.flawlessconsulting.com), 2014

Power Questions: Build Relationships, Win New Business, and Influence Others by Andrew Sobel and Jerold Panas, John Wiley & Sons, Inc. (ISBN # 978-1-118-11963-1)

