



בית הספר למוסמכים במינהל עסקים ע"ש ליאון רקנאטי

1231.3722.01 – התנסות מעשית בייעוץ אסטרטגי גלובלי

Global Business Studies (GBS)

Practicum in Global Strategic Consulting

The course starts at the 2nd half of the 1st semester and ends
by the end of May 2021

'הקורס מתחיל במחצית השנייה של סמסטר א' וממשיך בסמסטר ב'

הסילבוס מוצג באנגלית מאחר ותוכן הקורס מוצע במקביל בתוכניות השותפים בעולם

Course Section Details

Section	Day	Hour	Classroom	Instruction Team	Email	Telephone	Office
	Sundays & semi international week on Jan. & May 2021	18:45 -21:30	TBD – team meeting will be conducted via Zoom	Ms. Jackie Goren	Jackieg@tauex.tau.ac.il jackiegoren@gmail.com	054-805 0444	318

Course prerequisite: Principles of business consulting or proven consulting background + interview. (*)

Office Hours: By appointment
Concentration's Administrator:
TBD 640-7216, room 317

(*) since registration is based on an interview it's not based on the highest bid.

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 project-centered course allows its participants to act as management consultants to top decision makers in companies which face global strategy decisions.

The practicum is an integrative "capstone" component in the MBA program and it is an opportunity to practice the *Principles of Business Consulting* as they are taught in the pre-requisite course.

The practicum combines three key elements, namely global strategy and marketing, business consulting and virtual teamwork.

The practicum is organized around 4-5 intensive projects. Each project becomes the focal point for a carefully selected team of 8-10 Israeli and foreign students. Over roughly 6 months, each group conducts a comprehensive business study or analysis and articulates the necessary basis for real strategic decision by the actual managers of a real and paying organization, facing a real strategic question.

The International consulting teams delve into strategic decision situations and engage in the identification of key strategic options, the study and articulation of essential insights based on extensive primary and secondary research, the formulation of recommend actions that the organization could adopt, and the layout of corresponding implementation plans.

The results of the study are multiple presentations to the client organization (called "sponsors") and a final comprehensive report ("The Deck") which provide a compelling argument in support of the specific and actionable recommendations.

Course Objectives

After completion of this course participants will:

- Gain hands-on experience in conducting a major consulting/research project
- Have extensive experience in working in a global virtual team
- apply functional knowledge integrated with problem solving skills
- apply actual experience in writing and presenting a major report in English

Evaluation of Student and Composition of Grade

Weight	Assignment	
30%	Consulting Proposal & Situation analysis & Mid Term Presentations	The grade will consider the process, personal contribution, participation and team work as well as the quality of the final deliverable
45%	Final presentation & Report	The grade will consider the process, personal contribution participation and team work as well as the quality of the final deliverable Staff (12%) + peer (3%)
15%	Peer Evaluation	The grade will be mainly on team work
10%	Client Evaluation	Per group

- 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.)

Course Assignments Grading Policy

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. Recognizing the unique effort required in this course, the Curriculum and Instruction committee has set (in a special decision) the final average grade for this elective course, after the "normalization" of **grades will range between 88 and 92.**

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

Specializing in Business Consulting requires the completion with good academic standing in this course.

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 one of the tools through which messages and course material will be communicated to participating students. Student should check the course site regularly for information on classes, assignments and special announcements.

Class discussions and course material which are not posted on Moodle or not discussed in class, respectively, are an integral content of the course.

Course Schedule

	Date	Time	Activity
1	6/12/2020	18:45 - 21:30	1 st meeting – Course overview
	13/12/2020	No class	
2	20/12/2020	18:45 - 20:00 20:15-21:30	Projects presentations to the entire class 1 st team meeting + Situation Analysis Workshop +Introduction to International week
3	27/12/2020	18:45-21:30	Team by team meeting to review SA+ SCQ + prepreation for 1st client meeting
4	3/1/- 10/1/2021 1 st semi International week	3/1 4/1 5/1 6/1 7/1- 12/1 9/1	During the day: 1 st client meeting at client premises groups 1+2 + all class meeting between 19:00-21:30 (***) Including Global Team Work Workshop During the day: client meeting at client premises groups 3-4 to be scheduled Team by team dry run between 19:00-21:30(***) Team by team dry run between 19:00-21:30(***) Consulting Proposal Meetings with clients including project mentor & lecturer
5	10/1/2021	18:45 - 21:30	Workshop on Lead Generation & Conducting Interviews Tutorial on library data mining

6	17/1/2021	18:45-21:30	Devil's advocate on the Consulting Proposal (outside of the university) (need to submit final version of Consulting proposal + Work Plan on the 16 th to the mentors)
7	24/1-7/3/2021		Phase 1 delivery to the client + 2 dry run's with mentors and staff to be scheduled team by team; Phase 1 presentation to be scheduled between Feb. 30- March 7 (**)
8	7/3/2021	18:45 - 21:30	Team Phase 1 presentation + peer 2 peer exercise + team meetings
9	14/3/2021	18:45 - 21:30	Ethics and psychology of management consulting+ team meetings
10	21/3/2021	18:45 -21:30	Presentation workshop - NO TEAM MEETINGS
	28/3-4/4/2021	Passover vacation	
11	21/3/2021 - 11/4/2021	18:45-21:30	Phase 2 delivery to the client + 2 dry run's with mentors and staff to be scheduled team by team (**)
12	18/4/2021	18:45 - 21:30	Team Phase 1 presentation + peer 2 peer exercise + team meetings
13	25/4/2021	18:45 - 21:30	Review on final deliverables and preparing for last phase
15	2/5/2021 - 16/5/2021	18:45 - 21:30	International week (***)
	16/5/2020	No Class	
16	23/5/2020	18:45-21:30	Summing Up the course

(*) Each Sunday team meetings with mentors will be conducted. Participation mandatory

() Client meetings are set by the client representative with the client, based on the clients availability and may occur during working hours – participation is mandatory**

(*) Students are expected to make themselves available during the international week for the entire days. Final grade points will be deducted for non-attendance!**

Required Reading

Class Notes

Recommended Reading

(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).