

Summary

CONSULTING

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S4STR501 : CHANGE MANAGEMENT CONSULTING

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Robin Burrow Hans van der Meulen			
Course description :	Change management is at the heart of any management consultancy. Studying how to introduce and manage change is as important as understanding how individual employees face and deal with change. In this module, students discuss current and classical views on change management. The aim is to equip students with the necessary tools to understand how change intertwine with any proposed recommendations in a given consulting project.			
Course objectives :	Identify change management theories Apply theoretical frameworks to case examples Select the appropriate change tool to support decision making Anticipate risks associated with change in a consulting environment			
Learning goals and learning objectives :	LO02 - ANALYSE : Understand the company within a complex environment LO11 - DECIDE : Define and propose strategic choices LO27 - INFLUENCE : Influence stakeholders			
Tackled concepts :	De Caluwé – 'changing with colors', Lewin's 3 stages and force field analyse, Kotter – change in 8 steps, Kúbler – Ross, 7 S's McKinsey model, evolutionary change, diagnosing change.			
Learning methods/Teaching procedures :	Case studies, lectures, video clips, team activities and class participation			
Assignments :	As defined by the lecturers			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Final Control	50 %	Final exam	50 %
	Continuous Control	50 %	In-class participation	50 %
Bibliography/Course Material :	● A list of articles will be provided by the lectures			
Number of credits :	4,00			
Course's planning :	10 sessions x 3 hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	Session	Introduction to change management
2	Session	Change Management Theories and Methods
3	Session	The operational aspects of change management
4	Session	The soft side of Change Management
5	Session	Leadership and culture change
6	Session	Individuals facing change
7	session	Perceptions of change and motivation to change
8	session	Adaptation to change
9	session	Resistance to change
10	session	Changing is learning

S4STR502 : INTERNATIONAL BUSINESS CONSULTING

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Guilherme Azevedo Tamim Elbasha			
Course description :	The purpose of this module is to equip future consultants with the new realities in international business. Because many issues in international business are complex, they necessitate exploration of pros and cons of economic theories, government policies, business strategies, organizational structures, etc. Further, consulting and managing across borders requires a rigorous understanding of cultural differences. This module focuses on managerial implications of each topic on the actual practice of international business.			
Course objectives :	Understand and analyse the complexity of international business environment Analyse the underlying patterns, motivations for and modes of international trade and investment Assess international business opportunities and the implications of choices offered to clients			
Learning goals and learning objectives :	LO01 - ANALYSE : Collect information and assess its pertinence LO03 - ANALYSE : Identify all possible options LO08 - ANTICIPATE : Identify and leverage opportunities			
Tackled concepts :	International competition, International strategy, Globalization, National Business Systems, Entry mode choices, Nonmarket strategies, porter's diamond, CAGE, AAA, Tropenaaars cultural dimensions, Hofstede framework			
Learning methods/Teaching procedures :	Case studies, lectures, team activities and class participation			
Assignments :	As defined by the lecturers			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Final Control	50 %	Final exam	50 %
	Continuous Control	50 %	In-class participation	50 %
Bibliography/Course Material :	<ul style="list-style-type: none"> ● International Business – Strategy, Management and the New Realities by Cavusgil, Knight & Riesenberger – International Edition (2008). Case Studies and articles will be distributed before each session.			
Number of credits :	4,00			
Course 's planning :	10 sessions x 3hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	Introduction; why globalisation?
2	session	Local and global business systems
3	session	country attractiveness and entry modes
4	session	nonmarket strategies
5	session	emerging economies
6	session	introduction to cross cultural management
7	session	The IHRM consulting model
8	session	Trompenaars 'five culture dimensions
9	session	essential cross-cultural skills
10	session	leading in cross cultural environment

S4STR503 : INFORMATION SYSTEMS CONSULTING

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Capgemini Business Consulting Wendy Currie			
Course description :	The purpose of this module is to examine the theoretical and practical issues within the IT and management consulting industry. It demonstrates how the fast-moving world of information and communications technology (ICT) creates ongoing challenges for CEOs and CIOs. It considers the relationship between business models and IT in achieving corporate objectives, and the role of the IT consultant in this process.			
Course objectives :	Analyse competitive advantage of IS Identify and recommend a technological competency Assess the benefits and barriers of big data to society and organisations			
Learning goals and learning objectives :	LO05 - ANALYSE : Mobilize theoretical and/or experience-related knowledge LO09 - ANTICIPATE : Anticipate the economic, social, and environmental impact of a decision LO10 - ANTICIPATE : Assess the risks and implications of decisions			
Tackled concepts :	Big Data, Best practices, CIO, Cloud computing, Community of practices, Codification, Information overload, Innovation, IT project, Knowledge Management, Learning Mix Model, Personalisation, SECI Model			
Learning methods/Teaching procedures :	Case studies, lectures, group work and presentation			
Assignments :	There will be assigned case studies and prepare team presentations for class discussion. Students are expected to present their recommendations in a simulated management and IT consultancy environment, where presentation skills are equally important as the content of the presentation			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Final Control	50 %	Final exam	50 %
	Continuous Control	50 %	Team Project (presentation and report)	50 %
Bibliography/Course Material :	<ul style="list-style-type: none"> ● A list of articles will be provided by the lectures 			
Number of credits :	4,00			
Course's planning :	10 sessions x 3hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	The Development of the IT and Management Consulting Industry
2	session	The role of the Chief Information Officer
3	session	The Challenge of Cloud Computing
4	session	The IT Consulting Business Models
5	session	Developing Consulting Talent
6	session	Introduction to Digital Transformation
7	session	Customer Experience (CEX)
8	session	Digital Operations (OPEX)
9	session	Digital IT (CIO)
10	session	The future of digitization

S4STR504 : PROJECT MANAGEMENT CONSULTING

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	CGI Business Consulting Weave Business Consulting			
Course description :	This module introduces project management principles. We use the expertise of practicing consultants to illustrate the process of consulting projects by drawing on current and past actual consulting projects.			
Course objectives :	Define the different stage in a consulting project Understanding, involving and influencing stakeholders Actively taking steps to move projects forward			
Learning goals and learning objectives :	LO13 - DECIDE : Define appropriate action plans LO07 - ANTICIPATE : Identify change and innovation possibilities LO19 - ACT : Act collectively			
Tackled concepts :	Project management, stakeholders, consulting projects, lean management, process mapping, digital transformation			
Learning methods/Teaching procedures :	Case studies, lectures, group work and presentation			
Assignments :	As defined by the lecturers			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Continuous Control	100 %	Oral presentation	100 %
Bibliography/Course Material :	<ul style="list-style-type: none"> Recommended reading: Project Management Institute (2013) A Guide to the Project Management Body of Knowledge 5th ed. 			
Number of credits :	4,00			
Course's planning :	10 sessions x 3hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	Introduction to Project Management
2	session	The scoping phase
3	session	leading and managing a project
4	session	The Steering Committee
5	session	Process mapping and lean management
6	session	Introduction to transformation and operational strategy
7	session	Structuring the transformation Project
8	session	The human factors in the transformation
9	session	current IT solutions
10	session	current IS solutions

S4STR505 : CONSULTING SOFT SKILLS

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Eoin Banahan Bertrand Venard			
Course description :	<p>Being a consultant requires a specific mind-set built on developing a strong relationship with the customers. Consulting is a demanding profession this module helps those new to consulting to get all the soft skills and the business attitude to carve out a successful career.</p> <p>Soft skills are interpersonal qualities and abilities that everyone possesses. These skills define a person's ability to successfully interact with those around them. Soft skills assist people in excelling in all aspects of life, not just business. Oftentimes an employer will hire a person who has excellent soft skills even though they may lack specific job related talents because they see potential in the person. Fortunately, everyone can take advantage of the benefits of improved soft skills at any time through focus and training. This course aims to help students in better understanding the role of soft skills for themselves and others.</p>			
Course objectives :	<p>Explore the basic concepts and methods of approach to building high performance teams</p> <p>Learn how to identify key characteristics and key success factors to building and motivating high performance teams in both co-located and distributed environments</p> <p>Acquire practical methods to enable them to achieve success by leveraging the talents of those within the team</p>			
Learning goals and learning objectives :	<p>LO23 - FEDERATE : Communicate and convince</p> <p>LO25 - FEDERATE : Motivate team and stakeholders</p> <p>LO29 - EVOLVE : Know one's strengths and weaknesses</p>			
Tackled concepts :	Consulting, Competitive Advantage Entry phase, Generic Strategy, International Development, Initial meeting, Managing Team, Strategic Capabilities, Successful proposals, Team Effectiveness, Team Leadership, Team Performance, Virtual team			
Learning methods/Teaching procedures :	case studies and group activities			
Assignments :	As defined by the lecturers			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Continuous Control	100 %	Continuous assessment	100 %
Bibliography/Course Material :	<p>● Recommended readings</p> <p>Wickham, P. (2004). Management Consulting. USA : Prentice Hall.</p> <p>Brassard, M. and Ritter, D (2010) The memory jogger 2- tools for continuous improvement and effective planning. GOAL/QPC.</p>			
Number of credits :	4,00			
Course 's planning :	10 sessions x 3 hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	Context within which Virtual Teams operate
2	session	Team Leadership Styles
3	session	Managing Team Performance
4	session	Team Effectiveness
5	session	The Challenge of Virtual Teams
6	session	Introduction to consulting Proposals
7	session	Case A : Paper & Co.
8	session	Case B : Nine Dragons
9	session	case C part 1
10	session	case C part 2

S4STR506 : CONSULTING PROJECT

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Guiherme Azevedo Nicolas Minvielle			
Course description :	This modules adopts an experimental-learning approach to teach students how to deal with complex consultants' assignments. To do so, students will work on a real-time consulting project in teams of 5 or 6 under the guidance of faculty members and in contact with a client. This class is composed of three parts; each part corresponds to a "real-time" project in which students will be involved. Students will have to deal with complex business situations and are expected to dedicate considerable extra-work to meet deadlines as consultants do.			
Course objectives :	Identify the key issues of a project and of its management Use various methodologies and tools to manage projects Coordinate and communicate with the different stakeholders involved in a project			
Learning goals and learning objectives :	LO15 - ACT : Apply academic and/or professional knowledge to a specific situation LO17 - ACT : Manage the operational implementation of a decision (timelines, costs, etc.) LO14 - DECIDE : Take necessary and calculated risks			
Tackled concepts :	Communicating with and influencing stakeholders, Evaluating clients' needs and expectations, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation.			
Learning methods/Teaching procedures :	Online simulation, coaching sessions, experiential learning			
Assignments :	As defined by the client			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Final Control	100 %	Team Project (presentation and report)	100 %
Bibliography/Course Material :	<ul style="list-style-type: none"> Recommended readings include: Kipping, M., Clark, T. (2012). The Oxford Handbook of Management Consulting. UK: Oxford University Press. Baaij, M. (2014) An Introduction to Management Consultancy. SAGE 			
Number of credits :	4,00			
Course's planning :	multiple sessions (project-dependant, up to 30 hours in total)			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	kick-start case competition
2	session	kick-start case competition- presentations
3	sessions	Consulting project with an organisation
4	session	CESIM Online business management simulation (part 1)
5	session	CESIM Online business management simulation (part 2)
6	session	CESIM Online business management simulation (part 3)

S4STR507 : STRATEGIC AND FINANCIAL CONSULTING

Course Leader :	Guilherme AZEVEDO			
Instructors(s) :	Thibaut Bardon			
Course description :	Strategic and financial decisions are cornerstones in any organisation. This module provides students with the necessary tools and knowledge to drive strategic recommendations in the light of financial abilities and constraints of a given organisation.			
Course objectives :	Apply framework to conduct an industry/sector/market research identify the sources of profit available to the business diagnose and formulate a change policy that exploits these sources of profit			
Learning goals and learning objectives :	LO04 - ANALYSE : Understand and use decision-making tools appropriately LO05 - ANALYSE : Mobilize theoretical and/or experience-related knowledge LO07 - ANTICIPATE : Identify change and innovation possibilities			
Tackled concepts :	Business model; Business-strategy, Business valuation; Capital allocation; Corporate strategy, Financial statements; First-Mover Advantage; Investment decisions; Management Buy-Out; Mergers & acquisitions; Ratio analysis, Strategic Fit.			
Learning methods/Teaching procedures :	Case studies, lectures, team activities and class participation			
Assignments :	As defined by the lecturers			
Evaluation :	Evaluation	Rate	Modality of the evaluation	Rate
	Final Control	50 %	Final exam	50 %
	Continuous Control	50 %	In-class participation	50 %
Bibliography/Course Material :	● Contemporary Strategy Analysis" by Robert Grant – 8th Edition (2013) essential textbook + articles			
Number of credits :	4,00			
Course 's planning :	10 sessions x 3 hrs			

Course 's planning		
N° of session	Type of session	Detailed description of session
1	session	Introduction to strategic management and strategic diagnosis
2	session	Take and Evaluate corporate-level decisions
3	session	Take and Evaluate business-level decisions
4	session	Take and Evaluate international-level decisions
5	session	Analysing financial performance
6	session	Investment decisions
7	session	Risk analysis in investment business decisions
8	session	Budgeting a consulting project
9	session	Budgeting a consulting project 2

