

TECHNICAL GUIDE FOR THE COURSE

Key data for the Course	
Course	Consulting
Degree	MBA
Semester	2nd
ECTs Credits	3
Type	Core / Mandatory
Department	General Management
Área	Management and organization

FacultyDetails	
Professors	
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SPECIFIC DATA FOR THE COURSE

Context of the course
Contribution to the professional profile
<p>This course promotes the development of both technical and non-technical competences, to work in any type of company or organization, public or private, with a clear need to undertake managerial transitions and/or change management. The overall umbrella for the course resides in the General Management discipline and, more specifically, it relates to Strategic Planning and Strategy in Action.</p> <p>The course closes the logic path and itinerary of Strategy, prior to Corporate Governance, and materializes, jointly with Strategy in Action, the ability to use in real company situations the concepts, tools and frameworks for strategic planning and management.</p>
Objetives
<p>Consulting will focus on ensuring that the students develop the conceptual logic that would drive the analysis and diagnosis of complex managerial situations, from a systemic perspective; also, to develop the ability to propose and implement a portfolio of solutions appropriate for each situation.</p> <p>To do so, the course considers the aspects of change management and innovation as key levers when implementing solutions that will address problems and managerial/organizational situations that are complex in nature, and that require the evaluation of opportunity costs and the associated risks for the potential managerial solutions.</p>

CONTENTS AND MODULES

Contents
PART 1: CONSULTING AS A FUNCTION AND PROCESS
1.- CONSULTING AND STRATEGIC MANAGEMENT
2.- DIAGNOSIS METHODOLOGIES: APPLICATION OF MODELS AND TOOLS
3.- DESIGN AND IMPLEMENTATION OF SOLUTIONS: CONSULTING PROPOSAL AND RESOURCES
PART 2: INNOVATION AND CHANGE MANAGEMENT IN CONSULTING PROCESSES
4.- INNOVATION AS A TOOL FOR CONSULTING
5: LEADING CHANGE FOR PROJECTS IMPLEMENTATION

Competences

Generic Competences

- CG 1. Capacidades cognitivas de análisis y síntesis aplicadas a situaciones de negocios y problemáticas organizativas de gestión
- CG 2. Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales
- CG 3. Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio
- CG 4. Aplicación de conceptos y teorías a las organizaciones empresariales para descubrir nuevas oportunidades de negocio y lograr la generación de ventajas competitivas duraderas
- CG 8. Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección
- CG 9. Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial
- CG 10. Exhibir iniciativa, creatividad y espíritu emprendedor en la aplicación de las técnicas de management y el conocimiento a la gestión y al desarrollo de las organizaciones empresariales

Specific Competences

- CE 1.- Conocimiento, comprensión y manejo de las herramientas para diagnosticar la posición competitiva de una compañía y diseñar, confeccionar y ejecutar el plan estratégico de la empresa
- RA1CE1 Domina las distintas herramientas de apoyo para la planificación, la implantación y el control estratégicos, y las relaciona con elementos concretos dentro de situaciones empresariales reales.
 - RA2CE1 Valora las limitaciones de las herramientas de planificación, de implantación y de control estratégico y provoca las condiciones en que se puede hacer un uso óptimo de las mismas.
 - RA3CE1 Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes.
 - RA4CE1 Comprende cómo y por qué el entorno y los propios recursos de la empresa pueden fomentar u obstaculizar una planificación, una toma de decisiones y un control eficientes.

TEACHING METHODOLOGY

General methodological aspects for the course

General methodological aspects for the course	
Classroom methodology: Activities	Competences
<p>Lectures. In each session, the different concepts, frameworks and tools relevant for the discussion of cases, will be discussed. This review will summarize key concepts and methodologies covered in the rest of courses within the General Management and Strategy area. Each student should be able to apply them, leveraging this “suitcase of resources”.</p> <p>The professor will assess the fit and convenience of each resource used for the different consulting projects and situations, based on his previous experience in consulting and in the corporate arena.</p> <p>This methodological approach will allow the student to integrate knowledge from different disciplines, overcoming the sequential approach and way of thinking to develop and implement consulting projects.</p>	<p>CG1;CG2</p>
<p>Case Discussions. Cases (both long and short) will be used in the sessions, to apply all the different stages of the consulting process. Cases will be prepared individually or in groups, depending on each case. Specific questions related to the consulting process will be provided, so the student (or the group) can prepare ahead of the session, the solution / improvement initiatives for each case.</p> <p>This preparatory work will be key to really take advantage of the course; it will be discussed during the session, encouraging the participation of the students and/or presentations in groups.</p> <p>The student will develop his/her own conclusions and takeaways, applicable to specific managerial situations after each session.</p>	<p>All</p>
<p>Optional assignments and research exercises. In each session, several relevant topics will be proposed to the class, so they can be analyzed and developed by the students. This will promote the initiative of the students to complement, to develop and to work concepts and content that will emerge during the sessions. The proposed topics will be presented in class, individually or in groups, and will then be discussed.</p>	<p>CG4;CG9;CG10</p>
<p>Guest speakers. In some of the classes, professionals from the consulting industry could be invited by the professor, in order to address some of the key topics related to the consulting process.</p> <p>Following the participation of guest speakers, each student will prepare a brief summary of the major ideas addressed and discussed during the class.</p>	<p>CG2;CG4;CG9;CG10</p>

Non-classroom methodology: Activities	Competences
<p>Case analysis, preparation and documentation. The student will prepare each consulting initiative applied to each case. This will include not only reading the case, but also preparing the responses to the proposed questions, building upon the research activity conducted and the documentation process using concepts and tools as appropriate.</p> <p>Initiative and ability to integrate different tools and approaches when analyzing and solving the case will be valued. This is a critical aspect in consulting, as one of the key objectives is to regard this discipline as an integrated and systemic subject, that relies upon a solid and structured process for analysis and resolution.</p> <p>Academic Tutorials. Support available from the professor, on an individual basis, to guide the students and to solve questions, related to any of the topics or activities associated to this course. Specific dates and location will be defined upon request.</p> <p>Optional assignments. When a student undertakes an assignment related to the research on any of the proposed topics, he/she will present the key conclusions within the agreed deadlines, following the content and format defined jointly with the professor. These assignments will be either individual or in groups.</p>	<p>CG2;CG4;CG8</p> <p>All</p> <p>CG9;CG10</p>

EVALUATION AND GRADING CRITERIA

- **ORDINARY PERIOD:**

A score equal or higher than “5.0” in the individual exam will be required, in order to consider the rest of activities.

Evaluation activities	CRITERIA	WEIGHT
Active participation in the Classroom	Quality and quantity of arguments discussed during the sessions	20%
Individual exam	Exam covering a specific case/exercise	40%

Oral presentation in class	20 minutes presentation about a specific topic related to Consulting. It could be about a case or about other aspects related to this subject (article or documentation provided by the professor).	10%
Evaluation of (individual or group) cases / exercises	Partial tests (15-20 min) related to aspects discussed in class.	30%

- EXTRAORDINARY SESSION**

This extraordinary session is targeted to those students that do not fulfill all the requirements set for the ordinary session.

In this extraordinary session, the students will complete an individual exam that will cover all the contents of the course. A minimum score of “5.0” will be required.

To calculate the final score for the course, and provided that the minimum score of “5” is achieved, the weighting defined for the evaluation criteria (ordinary session) will be applied, provided that it improves the score from the exam.

SUMMARY OF THE WORKING HOURS FOR STUDENTS *			
CLASSROOM ACTIVITIES			
Lectures	Practical classes	Guided activities	Evaluation
10	17		3
NON CLASSROOM ACTIVITIES			
Autonomous individual work (theoretical content)	Autonomous work about practical content	Collaborative / group assignments	Study
5	20	15	5
CREDITS ECTS:			3 (75 WORK HOURS)

REFERENCES AND RESOURCES

Basic Bibliography

Book

“La Estrategia Expresionista”. Miguel Arjona. Ed. Díaz de Santos 2013

Other resources

Technical notes, references to web pages, videos and other bibliography will be provided throughout the course