

# BUSINESS AND MANAGEMENT CONSULTING

Delivering an effective project





# **Business and Management Consulting**

# **Business and Management Consulting**

### **Table of Contents**

_			$\sim$	
г	ro	m	$\mathbf{C}$	ver

Half Title Page

Title Page

Copyright Page

**Brief contents** 

Contents

Preface

Publisher's acknowledgements

Part One Management consulting in context and how it adds value

1The nature of management consulting and how it adds value

Learning outcomes

- 1.1 The history of management consulting
- 1.2 The consulting industry today
- 1.3 What a management consultant does
- 1.4 The clientconsultant interaction
- 1.5 The responsibilities of the management consultant
- 1.6 Modes of consulting
- 1.7 The decision to use a consultant
- 1.8 Rescuing a failing business
- 1.9 What a consultant can provide

Team discussion points

Summary of key ideas

Key reading

Further reading



Case exercise: Go Global

#### 2 Consulting: the wider context and consulting process

Learning outcomes

- 2.1 Lifecycle of a business and the role of consulting
- 2.2 Consulting by business function
- 2.3 Consulting to the non-profit and public sectors
- 2.4 Overview of the consulting process
- 2.5 Initial contact and initiating the project
- 2.6 Preliminary analysis of the issues and defining objectives
- 2.7 Pitching the project: the formal proposal and project charter
- 2.8 Project progression and follow-up

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Waterton Performing Arts Festival

#### 3 Consulting across borders and cultures

Learning outcomes

- 3.1 Why firms compete internationally
- 3.2 Preparing to compete internationally
- 3.3 Researching and selecting overseas markets
- 3.4 Ways to enter the international market
- 3.5 Operating successfully in overseas markets
- 3.6 International marketing
- 3.7 Global marketing planning
- 3.8 Managing change and uncertainty
- 3.9 Managing the clientconsultant relationship

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Deira Bay Shellfish



Apollo Tech Solutions case study: Part One

#### Part Two Project proposal and start-up

#### 4 Selling the project

Learning outcomes

- 4.1 The effective consultant's skill profile
- 4.2 The consulting selling process
- 4.3 The function of the project proposal
- 4.4 What to include in the proposal and an example
- 4.5 An example project proposal

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: SM Scanning

#### 5 Defining the destination and developing a strategy

Learning outcomes

- 5.1 Identification of opportunities and issues with the client organisation
- 5.2 Problem analysis, specification and quantification
- 5.3 Objective setting: defining the desired end-state
- 5.4 Understanding and reconciling consultant and client objectives
- 5.5 Developing a strategy for the destination
- 5.6 Understanding the client's defining characteristics
- 5.7 Developing the strategy for the journey

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Delphi Fashions

#### 6 Evaluating client capabilities and business opportunities

Learning outcomes

6.1 Using analysis skills



- 6.2 Preliminary analysis techniques
- 6.3 Capabilities of businesses
- 6.4 Identification and evaluation of strategic options
- 6.5 Planning for the future

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Dance-a-Boogie

Apollo Tech Solutions case study: Part Two

#### Part Three Undertaking the project

#### 7 How to work with clients and teams

Learning outcomes

- 7.1 Client needs, consultant's response
- 7.2 Key skill of influencing
- 7.3 Key skill of building rapport
- 7.4 Working with teams
- 7.5 Leading a team
- 7.6 Challenging constructively

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Queenswick Adult Social Care

#### 8 Managing the client during the project

Learning outcomes

- 8.1 Consultantclient engagement for project implementation
- 8.2 Relationship with the client during the project
- 8.3 Decision making within the client organisation
- 8.4 Client relationships and business ethics
- 8.5 The desire for change by the client organisation
- 8.6 Change-enhancing interactions by the consultant



- 8.7 Overcoming resistance
- 8.8 Benchmarking project progression
- 8.9 Understanding the roles of client team members
- 8.10 Types of project shock and responding to them

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: WorkToGo

#### 9 Creative approaches for developing solutions

Learning outcomes

- 9.1 How to use analysis to develop solutions
- 9.2 Mind mapping
- 9.3 Brainstorming
- 9.4 Seven basic tools
- 9.5 Seven new management tools
- 9.6 Other analysis methods
- 9.7 Tools for digital analysis

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Youth Travel Agency

#### 10 Managing the project tasks

Learning outcomes

- 10.1 Individual roles for team members
- 10.2 Project and financial planning
- 10.3 Organising meetings and workshops
- 10.4 The importance of time management and effective time management
- 10.5 Time management systems and dealing with slippage
- 10.6 The project log
- 10.7 Getting the right decisions



Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Battlefields UK

Apollo Tech Solutions case study: Part Three

#### Part Four Delivering the product to the client and beyond

#### 11 Communication skills and presenting your ideas

Learning outcomes

- 11.1 The nature of business communication
- 11.2 Communication as a business tool
- 11.3 Types of communication
- 11.4 Planning the communication
- 11.5 The consulting report
- 11.6 Presentations
- 11.7 Making a case, answering questions and meeting objections

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Supergelato Ice Cream Ltd

#### 12 Post project and consulting as a career

Learning outcomes

- 12.1 Transferring project ownership
- 12.2 Post-project summary and review
- 12.3 Follow-up projects and key client management
- 12.4 Using consulting projects as case studies
- 12.5 Recognising the successes
- 12.6 Success and transferable skills
- 12.7 Knowledge Transfer Partnerships
- 12.8 Recording successes on your CV and relating them in job interviews
- 12.9 Learning from failure



12.10 Becoming a consultant

12.11 The internal consultant

12.12 Knowing yourself: psychometric tests

Team discussion points

Summary of key ideas

Key reading

Further reading

Case exercise: Grey Consulting Ltd

Apollo Tech Solutions case study: Part Four

Appendix: Example of a consulting report New strategic direction for W&G Cracking Pie Company

Index

**Back Cover** 

