

## Course Outline

|                |   |                              |
|----------------|---|------------------------------|
| Title          | : | <b>Management Consulting</b> |
| Hours          | : | 30 hours, 3 Credits          |
| Pre-Requisites | : | Strategic Management         |
| Instructor     | : | Mahesh Narayan               |

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### **INTRODUCTION AND WORKSHOP DESCRIPTION**

This Course is designed to introduce Consulting methodology along with a wide variety of modern strategy frameworks. Basic mastery of these skills has relevance to everyone seeking a career in consulting.

Professionals need to understand the functional areas of the businesses they manage. Indeed, this why we shall frequently draw on functional expertise developed in the earlier terms. However, the general manager's role is not simply to oversee those functional areas, but rather to set a strategic direction for the firm and to coordinate the activities of the firm to help achieve its strategic goals. And it is this general perspective that we adopt in this Workshop.

### **COURSE GOALS**

To further disseminate and develop the knowledge and skills in the essential aspects of Consulting with a focus on the defining the consulting problem, developing hypothesis, storyboarding, data gathering, analysis & presentation.

### **LEARNING OUTCOMES**

1. To develop and reinforce a general management perspective in students
2. To help the students understand the consulting methodology & frameworks available for strategic analysis
3. Developing habits of orderly, analytical thinking and skill in reporting conclusions effectively in written and oral form
4. Help students to effectively implement & use methods in problem definition, hypothesis development, storyboarding, data gathering & Analysis
5. Enable the students to create impactful consulting project recommendations

### **SCOPE OF THE COURSE**

- The study plan covering readings, classroom sessions, Group Work sessions and Assignments corresponding to each session are outlined below.
- It is mandatory to go through the 'Pre-Session Readings'. Quizzes could be conducted on the same. Post contact reading will be announced in class.
- The Workshop consists of 4 themes spread. The themes that would be covered in the Workshop are under:
  - Theme 1: Introduction to Consulting & Consulting Project Management

- Theme 2: Consulting Methods: Problem Definition & Hypothesis Development
- Theme 3: Consulting Methods: Storyboarding & Data Gathering
- Theme 4: Consulting Methods: Analysis & Presentation

## REFERENCES

1. Reading Material (to be provided)
  - a) Project Management in Consulting
  - b) How to Improve Strategic Planning: McKinsey Quarterly Article
  - c) The Competitive Advantage of Nations
  - d) 5 Forces
  - e) TOWS Matrix
  - f) Strategy Formulation Framework
  - g) 7 S Framework
  - h) BSC
  - i) Porters Diamond
2. Reference Books
  - a) Guide to Business Planning: Graham Friend & Stefan Zehle
  - b) The McKinsey Way: Ethan M. Rasiel
  - c) The McKinsey Mind: Ethan M. Rasiel & Paul Friga
  - d) Michael E Porter: *Competitive Strategy*, Free Press (First Export Edition), New York, 2004 (abbreviation: MEP)
  - e) Fred R David: *Strategic Management*, Pearson Education, Ninth Edition (Second Indian Reprint), 2005 (abbreviation: FRD)
  - f) Tony Grundy & Laura Brown: *Be Your Own Strategy Consultant*, Thomson Learning, London, 2002.
3. Reference Handbook: Frameworks & Charts for Strategic Analysis: Mahesh Narayan (to be provided)

## PEDAGOGICAL APPROACH

Consulting Skills course dedicates itself to apply the skills to simulated and real-world situations. This practice base approach will require students to become familiar not only with the details of the general theoretical framework, but will also give the student an opportunity to learn about a number of industries. The analysis and discussion of different industry and company situations is the primary class activity. Preparation of the caselets and participation in the discussion is critical to the learning and the success of the class as a whole.

The pedagogy would be a mix of Lecture, Discussion, Case Analysis and Project Work

### Session Details

| Topic  | Learning Outcome   | Pre-Session Reading   |
|--|--|---|
| Introductions & Expectations   |  |   |
| Introduction to consulting   |  |   |
| Essential Consulting Skills  | Understand the different skills required in Consulting   |   |
| Consulting Project Management  | Learn how to effectively manage consulting projects  | PROJECT MANAGEMENT IN CONSULTING  |
| Problem Definition   | Define problems in effective manner  | McKinsey Mind<br>Page 1 – 29  |
| Problem Definition Exercise  |  |   |
| Background Research  | Learn how to understand new domains quickly  | McKinsey Way<br>Page 71 - 77  |
| Hypothesis Development   | Generate clear hypothesis  |   |
| Storyboarding  | Produce Impactful storyboards  |   |
| Storyboarding Exercise   |  |   |
| Fact Finding <ul style="list-style-type: none"> <li>Data Gathering Methods</li> <li>Desk Research Data Source</li> </ul> | 1. Generate a data gathering plan<br>2. Gather relevant data through secondary research<br>3. Conduct effective interviews | McKinsey Way<br>Page 77 – 92  |
| Fact Finding - Interviewing Techniques   |  |   |
| Role Play – Interviewing   |  |   |
| Frameworks for Consulting  | Use the right framework effectively  |   |
| <ul style="list-style-type: none"> <li>Strategic Planning Process</li> </ul>   |  | How to Improve Strategic Planning: McKinsey Quarterly Article<br>Guide to Business Planning –Page 24 - 30 |
| <ul style="list-style-type: none"> <li>Frameworks to Analyze the Business Environment</li> </ul>                         |  | The Competitive Advantage of Nations<br>Porters Diamond<br>Guide to Business Planning –Page 31-40         |
| <ul style="list-style-type: none"> <li>Frameworks to Analyze an Industry &amp; Competition</li> </ul>                    |  | 5 Forces<br>Guide to Business Planning –Page 54-64  |
| <ul style="list-style-type: none"> <li>Frameworks to Analyze a Company</li> </ul>  |  | TOWS MatrixGuide to Business Planning –Page 41-53   |

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|--|--|--|
| <ul style="list-style-type: none"> <li>Frameworks for Identifying Strategic Options and Choosing Best Strategy</li> </ul>  |  | Strategy Formulation Framework   |
| <ul style="list-style-type: none"> <li>Strategy Implementation Frameworks</li> </ul>   |  | 7 S Framework  |
| <ul style="list-style-type: none"> <li>Frameworks to Evaluate Performance</li> </ul>   |  | BSC  |
| Analysis: Say it with Charts   | Use the right charts effectively                   | Reference Handbook Page 56 – 77  |
| Project Planning   |  |  |
| <ul style="list-style-type: none"> <li>Complexities of Consulting</li> <li>The Client and related issues</li> <li>The client &amp; consultant tool kit</li> <li>Underlying neuroscience</li> </ul> |  | <b>The McKinsey Way – Part 1 – Pg 22-23; 26-28; Part 3 – Pg 127-137</b><br><br><b>Reading : R11, R12</b> |
| Presentations  |  |  |
| Developing Solutions   | Produce Effective Recommendations                  | McKinsey Mind<br><br>Page 31 – 46 & 83 - 101   |
| Presentation & PPT   | Deliver impactful presentations                    |  |
| Role of a Consultant in Business Development & Closing   | Understand the BD responsibilities of a consultant |  |
| CLOSING  |  |  |

### About Faculty

"Wisdom begins in wonder" -- Socrates  
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## Mahesh Narayan

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|------------------|--------------------------------|--|
| <b>Education</b> | - PGDBM                        | Indian Institute of Management, Calcutta, India - 2003 |
|                  | - Master of Commerce (Finance) | University of Calcutta, India - 2002                   |
|                  | - Master of Arts (Economics)   | University of Madras, India - 1999                     |
|                  | - Bachelor of Commerce (Hons.) | St. Xavier's College, Calcutta - 1996                  |
|                  |                                | (University of Calcutta, India)                        |

**Professional Experience** Mahesh has 17 years of cross-industry experience. **He is with the Analytics and AI group of Accenture.** Driving Product Development, Practice Development, Team development activities for Artificial Intelligence Practice. Currently leading the transformation for a large Telecom client. He has experience in Corporate Strategy, Analytics & AI Consulting, Business Development and Sales, AI Asset Development and Rapid Prototyping & AI Evangelizing and Thought Leadership.

Prior to joining Accenture, he was with the **Hewlett Packard** in the **Decision Support & Analytics Services Group** (an advisory team focused on the providing strategy and analytics advice to senior management). He was leading a team to provide strategic insights to decision makers in the area of Sales Intelligence. In this role he led a team which developed Sales Force Optimization Analytics recommendations for corporate and enterprise teams.

In his earlier roles he incubated various knowledge bases services like Consulting Practice in HP Analytics team and led Corporate Strategy projects like M&A, Divestiture & New Market Opportunity Assessment. Led high impact projects for various business units in the Servers & Storage, PCs & Desktops and Printers organizations in the areas of Market Opportunity, Competitive Strategies, Market Entry, Strategic Alliances & Technology Trends. Projects involved significant senior management interaction and exposure to primary and secondary market research, development of business models & scenarios

**Teaching Experience** He has taught at the following Institutes as Visiting/Guest Faculty – IIM Ahmedabad, IIM Kozhikode, IIM Rohtak, IIM Shillong, NMIMS & TAPMI. He has been invited to IIM Ahmedabad & Indian Statistical Institute to deliver key notes at conferences.

### Courses Taught:

| Institute                                       | Course Taught  | Number of Hours | Programme Taught   |
|---|--|-----------------|--------------------|
| IIM, Ahmedabad                                  | Analytics Strategy – part of Business Analytics course | 3               | PGPx               |
| Shailesh Gupta School of Management, IIT Mumbai | Analytics use cases in Industries                      | 2               | Business Analytics |
| TAPMI, Manipal & JKLU                           | Strategic Management                                   | 30              | PGP                |
| NMIMS   | Consulting Skills                                      | 30              | PGP                |
| IIM Kozhikode                                   | Models & Frameworks for Strategic Analysis             | 30              | PGP                |
| IIM Rohtak                                      | Models & Frameworks for Strategic Analysis             | 30              | PGP                |
| IIM Shillong                                    | Management Consulting                                  | 30              | PGP                |
| IIM Kozhikode                                   | Competitive Intelligence                               | 30              | EPGP               |
| SCMHRD  | Competitive & Market Intelligence                      | 10              | PGP                |
| Symbiosis School of Media and Communication     | Leadership   | 15              | PGP                |

**Thought Leadership** He contributes his thoughts to management journals and business dailies. He is a Member of the All India Management Association (<http://www.aima-ind.org/>) and the Consultancy Development Centre (<http://www.cdc.org.in/>). Mahesh is also a frequent speaker at conferences & seminars.

**Detailed Profile** <http://in.linkedin.com/in/maheshnarayan>