S4STR501_2018
FINANCIAL AND QUANTITATIVE ANALYSIS FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : PERIAC ELVIRA , QUENTAL Camilla
Speakers : DEMETRIADES Elias

☰ COURSE DESCRIPTION

On quantitative analysis, students work in group on a project that require them to collect data and to model them. Through this project, different techniques are presented, discussed and mobilized by the students for their use.

On financial analysis, the course starts with an introductory exam based on finance concepts such as NPV, time value of money and cash flows, then moves to more advanced tools used frequently in consulting such as EVA, ROIC, WACC, CAPM. At the end, the course includes a real world case, on a small local business

☰ COURSE OBJECTIVES

For quantitative analysis :

§Understanding the basic tools and technique of quantitative methods
§Being able to conduct a data collection and a data modelling for consultant

For financial analysis :

§Understanding the basic finance concepts and tools necessary for consulting
§Being able to mobilize them on a real case

☰ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO15 - Act with flexibility, adaptability and intellectual curiosity
Outcomes	Lev. 0 - NC

☰ TACKLED CONCEPTS

Financial analysis :
EVA, ROIC, WACC, CAPM

Quantitative analysis :
categorical variables, contingency tables and other types of display
Correlation and linear regression methods, Factor analysis and correlation matrices
Hypothesis tests and confidence intervals

☰ LEARNING METHODS

Case studies, lectures, team activities and class participation

☰ ASSIGNMENTS

As defined by the lecturers

☰ BIBLIOGRAPHY

A list of articles will be provided by the lectures

☰ EVALUATION METHODS

50 % : Final exam l- Elias DEMETRIADES
50 % : Continuous assessment - Elias DEMETRIADES

☰ SESSIONS

1

LECTURE : 03h00

2

LECTURE : 03h00

3

LECTURE : 03h00

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LECTURE : 03h00

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LECTURE : 03h00

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LECTURE : 03h00

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LECTURE : 03h00

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LECTURE : 03h00

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LECTURE : 03h00

10 **Changing is learning**
LECTURE : 03h00

S4STR502_2018
INTERNATIONAL BUSINESS FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : PERIAC ELVIRA , QUENTAL Camilla
Speakers : ALLIOT Yves , AZEVEDO Guilherme

≡ 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 boarders 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 behaviour in cross-cultural context
Assess international business opportunities and the implications of choices offered to clients

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 0 - Niv. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO6 - Communicate in a foreign language in a professional context
Outcomes	Lev. 0 - NC

C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 0 - NC

C4B learning goal	LG4 - CSR
C4B learning objective	LO12 - Take a decision from economic, social and environmental perspectives
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO13 - Communicate and interact
Outcomes	Lev. 0 - NC

≡ TACKLED CONCEPTS

International competition, Globalization, Tropenaars cultural dimensions, Hofstede framework, international tender

≡ LEARNING METHODS

Case studies, lectures, team activities and class participation

≡ ASSIGNMENTS

As defined by the lecturers

☰ BIBLIOGRAPHY

Schneider, S. C., Stahl, G. & Barsoux, J.-L. (2014). Managing across cultures (3rd ed.). Pearson.

☰ EVALUATION METHODS

35 % : Final exam - Guilherme AZEVEDO
35 % : Continuous assessment - Guilherme AZEVEDO
30 % : Continuous assessment_Yves ALLIOT

☰ SESSIONS

1
"capture and bid management" tools for dealing with international tenders
LECTURE : 03h00

Yves Alliot

2
Use of "capture and bid management" tools in real international tender cases
LECTURE : 04h00

Yves Alliot

3
Preparation and presentation of a real capture plan
LECTURE : 04h00

Yves Alliot

4
Presentation of a story board and a negotiation strategy for a tender
LECTURE : 04h00

Yves Alliot

5
Introduction to intercultural management
LECTURE : 03h00

Guilherme AZEVEDO

The convergence theory; culture and competitiveness; stereotyping; cultural relativity; concurrent conceptualizations of culture; levels of cultures; cultural dimensions

6
Spheres of culture
LECTURE : 03h00

Guilherme AZEVEDO

Spheres of culture; the notion of national organizational; cultural issues and internationalization of HRM

7
Acculturation and multiculturalism
LECTURE : 03h00

Guilherme AZEVEDO

The international manager, acculturation processes; expatriation/ repatriation; multiculturalism; managing diversity and multicultural teams

8
Internationalization and globalism
LECTURE : 03h00

Guilherme AZEVEDO

Internationalization and strategic mindsets; globalism; cosmopolitanism

9   Ethical implications of cultural management
LECTURE : 03h00

Guilherme AZEVEDO

Ethical implications of cultural management; promises and possibilities of renewed global cultures

S4STR503_2018
IS AND DIGITAL TRANSFORMATION FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : PERIAC ELVIRA , QUENTAL Camilla
Speakers : BENBACHIR EL IDRISSI Lamia , BOUTELOUP Alice , EL AMRANI REDOUANE , FONTAINE Romain , GIRAUDET Tom , OUDRHIRI Saâd , POTIRON Maxime , RAMSPACHER Céline , REMY Joséphine , SAUVAGERE Valentin

☰ COURSE DESCRIPTION

The 2019 Gartner digital trends study points to the changes in IT priorities and spending as enterprises continue to become more digitized and tightly connected. Therefore, digital transformation is not just an IT (Information technology) transformation: it's a real cultural revolution about vision, culture, engagement and deployment. ***Information Systems & Digital Transformation consulting*** is a field that focuses on advising businesses on how best to use digital technologies to meet their business objectives. In addition to providing advice, information systems & digital consultants analyze, design and develop Information Technology business solutions and provide advice on a wide range of information systems issues.

In this course, emphasis will be on the management of digital transformation and Information Systems of the organization, from both process and system perspectives, as well as issues and opportunities in innovating through technology. Moreover, this course provides a foundation of management-level IS concepts relevant to using and managing IS and help to understand the strategic and operational IS contributions to companies.

☰ COURSE OBJECTIVES

Upon completion of this course, students will be able to:

- Understand the basic concepts of Information Systems & Digital Transformation and apply them to business processes.
- Explore the role IS Information Systems in obtaining an organizational competitive advantage.
- Analyze Information Systems use in back-office and the strategic role of ERP integration.
- Explain Information Systems use in front-office and the need of integration of e-business, CRM and Social Network.
- Understand the role of Big Data and Cloud Computing in Information Systems performance.
- Understand the organizational, behavioral and political issues surrounding Information Systems in organization.

☰ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 0 - NC

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO7 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 0 - NC

C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 0 - NC

☰ TACKLED CONCEPTS

Information Systems Consulting, Digital Transformation, Big Data, Best practices, CIO, Cloud computing, Community of practices, IoT, Enterprise Systems, Innovation, IT project, Knowledge Management, Learning Mix Model, Personalisation, SECI Model

☰ LEARNING METHODS

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

☰ BIBLIOGRAPHY

A list of articles will be provided by the lectures

☰ EVALUATION METHODS

14 % : Continuous assessment - Redouane EL AMRANI
15 % : Continuous assessment - CAPGEMINI
56 % : Final exam - Redouane EL AMRANI
15 % : Continuous assessment - Maxime POTIRON

☰ SESSIONS

1 — Managing Businesses in the digital world (1/2)
LECTURE : 03h00

Challenges of Operating in the Digital World
What's Information Systems Consulting ?
What's Digital transformation strategy?
Digital Transformation pillars

2 — Managing Businesses in the digital world (2/2
LECTURE : 03h00

Explore the role of digital transformation in obtaining an organizational competitive advantage
Why Information Systems & Information Technology Matter
Enterprise IS definition: data, information, knowledge, hardware, software.
Articles Presentation Coaching

3 — Digital Transformation through Enterprise Systems Integration
LECTURE : 03h00

ES Components, benefits and limitations
ES Market: Software and Vendor Selection / ERP Sage demo presentation
ES : Implementation strategies / Operations and Post-Implementation
ES Competency Centers People and Organization
Students Article Presentation

4 — Digital Transformation & Front-Office of the organizations
LECTURE : 03h00

E-business Strategies
CRM components, benefits and limitations
Developing a CRM Strategy Social CRM Strategy
Salesforce demo presentation
Students Article Presentation

5   **Cloud Computing & Digital Transformation**
LECTURE : 03h00

Understand the role of CC in supporting business
Cloud types & Characteristics
SaaS / PaaS / IaaS
Identify added value/limits of Cloud
Students Article Presentation

6   **Big Data & Digital Transformation**
LECTURE : 03h00

Why Organizations need Big Data & Analytics?
Business Analytics to Support Decision Making
Big Data strategy, technics and tools
Students Article Presentation

7   **Customer Experience (CEX)**
LECTURE : 03h00

8   **Digital Operations (OPEX)**
LECTURE : 03h00

9   **Digital IT (CIO)**
LECTURE : 03h00

10   **The future of digitization**
LECTURE : 03h00

S4STR504_2018
STRATEGY AND CHANGE MANAGEMENT FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : QUENTAL Camilla
Speakers : BUI Dominique , IDRISSI Achraf , LIBEROS Mathilde , PERIAC ELVIRA , RAYMOND Jean-Baptiste , VANNESTE Sylvain

☰ COURSE DESCRIPTION

This course provides both a conceptual and an experiential point of view on strategy and change management.

☰ COURSE OBJECTIVES

Explore strategic and change management theories

Develop the ability to think strategically

Apply theoretical frameworks to case examples

Select the appropriate strategy and change tool to support decision making

☰ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 0 - NC

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO7 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 0 - NC

☰ TACKLED CONCEPTS

Explore strategic and change management theories

Develop the ability to think strategically

Apply theoretical frameworks to case examples

Select the appropriate strategy and change tool to support decision making

☰ LEARNING METHODS

Case studies, lectures, group work and presentation

☰ ASSIGNMENTS

As defined by the lecturers

☰ BIBLIOGRAPHY

See course material

≡ EVALUATION METHODS

25 % : Continuous assessment Group 1 - Dominique BUI
25 % : Final exam - Elvira PERIAC
25 % : Continuous assessment - Elvira PERIAC
25 % : Final exam Group 1 - Dominique BUI
50 % : Final exam Groupe 2 - KPMG

≡ SESSIONS

1

Session 1 Elvira Periac - Strategy and collective thinking - 6 Hats Thinking
LECTURE & CASE STUDIES & EXERCISES : 03h00

2

Session 2 - E. Periac - Strategy - Business model Canvas
LECTURE & CASE STUDIES & EXERCISES : 03h00

3

Session 3 - E. Periac - Design Thinking and Change management
LECTURE & CASE STUDIES & EXERCISES : 03h00

4

Session 4 - E. Periac - Organizational structure and change management
LECTURE & CASE STUDIES & EXERCISES : 03h00

5

Session 5 - E. Periac - "Wocked" issues in strategy - Identification and Management
LECTURE & CASE STUDIES & EXERCISES : 03h00

6

GP1 - Session 1 with D. Bui (Mazars) - Decision and environment analysis
LECTURE & CASE STUDIES & EXERCISES : 03h00

7

GP1 - Session 2 with D. Bui (Mazars) - Business strategy, Corporate Strategy, Operation Strategy
LECTURE & CASE STUDIES & EXERCISES : 03h00

8

GP1 - Session 3 with D. Bui (Mazars) - Organisational structures, identity, cultures
LECTURE & CASE STUDIES & EXERCISES : 03h00

9

GP1 - Session 4 with D. Bui (Mazars) - Change Maker - Socio dynamic principles
LECTURE & CASE STUDIES & EXERCISES : 03h00

10

GP1 - Session 5 with D. Bui (Mazars) - Teamworks basis
LECTURE & CASE STUDIES & EXERCISES : 03h00

11

GP2 - Session 1 with KPMG
LECTURE & CASE STUDIES & EXERCISES : 03h00

12

GP2 - Session 2 with KPMG
LECTURE & CASE STUDIES & EXERCISES : 03h00

13

GP2 - Session 3 with KPMG
LECTURE & CASE STUDIES & EXERCISES : 03h00

14   **GP2 - Session 4 with KPMG**
LECTURE & CASE STUDIES & EXERCISES : 03h00

15   **GP2 - Session 5 with KPMG**
LECTURE & CASE STUDIES & EXERCISES : 03h00

SOFT SKILLS FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : PERIAC ELVIRA , QUENTAL Camilla
Speakers : BANAHAN Eoin , VENARD BERTRAND

☰ COURSE DESCRIPTION

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.
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.

In the sessions about writing a consulting proposal, we will focus on the first step of the consulting process: the consulting proposal writing and the oral presentation. Indeed, a key aspect in the consulting business is the ability of the consultant to transform a call from a potential customer into a long term beneficial contract. The writing of consulting proposals is the key moment where the consulting firm offers its services to their prospective clients.

☰ COURSE OBJECTIVES

Learning objectives for the course Consulting Proposals:
. Understand the key factors of success of a consulting proposal
. Practice the exercise of writing consulting proposals
. Be able to apply the knowledge regarding consulting proposal writing to different contexts

Learning objectives for the course Team Work:
Explore the basic concepts and methods of approach to building high performance teams
Learn how to identify key characteristics and key success factors to building and motivating high performance teams in both co-located and distributed environments
Acquire practical methods to enable them to achieve success by leveraging the talents of those within the team

LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO4 - Make proposals, take initiatives
Outcomes	Lev. 0 - NC

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO8 - Take the initiative for projects
Outcomes	Lev. 0 - NC

C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO13 - Communicate and interact
Outcomes	Lev. 0 - NC

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

case studies and group activities

ASSIGNMENTS

As defined by the lecturers

BIBLIOGRAPHY

Recommended readingsWickham, P. (2004). Management Consulting. USA : Prentice Hall.Brassard, M. and Ritter, D (2010) The memory jogger 2-tools for continuous improvement and effective planning. GOAL/QPC.

EVALUATION METHODS

25 % : Continuous assessment - Bertrand VENARD
20 % : Continuous assessment - Eoin BANAHAN
25 % : Final exam - Bertrand VENARD
30 % : Final exam - Eoin BANAHAN

SESSIONS

1   **Context within which Virtual Teams operate**
LECTURE : 03h00

Eoin BANAHAN

2   **Team Leadership Styles**
LECTURE : 03h00

Eoin BANAHAN

3   **Managing Team Performance**
LECTURE : 03h00

Eoin BANAHAN

4   **Team Effectiveness**
LECTURE : 03h00

Eoin BANAHAN

5   **The Challenge of Virtual Teams**
LECTURE : 03h00

Eoin BANAHAN

6   **Introduction to consulting Proposals**
LECTURE : 03h00

Bertrand VENARD

7   **Case A : Paper & Co.**
LECTURE : 03h00

Bertrand VENARD

8   **Case B : Nine Dragons**
LECTURE : 03h00

Bertrand VENARD

9   **case C part 1**
LECTURE : 03h00

Bertrand VENARD

10   **case C part 2**
LECTURE : 03h00

Bertrand VENARD

S4STR506_2018
PROJECT AND KNOWLEDGE MANAGEMENT FOR CONSULTANTS

Number of ECTS credits : 4
Course language : Anglais
Course leader : PERIAC ELVIRA , QUENTAL Camilla
Speakers : BARDON THIBAUT , LEPAN Jonathan , MAHE Charles-Yves , VELTEN JAMESON Charles

☰ COURSE DESCRIPTION

For knowledge management, with T. Bardon:

Although we have entered a 'knowledge economy', only a few firms properly manage knowledge. All too often, knowledge management is apprehended as a buzzword that describe a transcient fad or, at best, as being about accumulating knowledge.

Beyond these limited views, this course shows that knowledge management is key for firms to build a sustainable competitive advantage but also that it raises a number of strategic, organizational, technological and operational challenges. To cope with these challenges, we will demonstrate that it is not enough to introduce new IT tools; managers need to (sometimes radically) transform their organization by adopting management innovations.

Discussing how to best manage knowledge by relying on management innovations is key for future consultants since consulting firms' inputs and outputs are knowledge-based.

For project management with Weave and for transformation management with CGI :
This module introduces project management principles and to transformation mangement. We use the expertise of practicing consultants to illustrate the process of consulting projects on those topics by drawing on current and past actual consulting projects.

☰ COURSE OBJECTIVES

This lecture aims to discuss how to best manage knowledge with management innovations within and outside organizational boundaries. By the end of the term, participants are expected to:

- Understand the impact of the increasing significance of knowledge on stakeholders, organizational design and processes, as well as on organizational culture.
- Identify the main strategies, concepts and initiatives of knowledge management.
- Grasp the main management innovations that support knowledge management

For project management :

- 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 OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO1 - Make use of critical analysis/critical thinking skills
Outcomes	Lev. 0 - Niv. 0 - NC

C4B learning goal	LG2 - Action
C4B learning objective	LO5 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 0 - NC

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO7 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 0 - NC

C4B learning goal	LG4 - CSR
C4B learning objective	LO10 - Identify and understand stakeholder interests
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 0 - NC

≡ TACKLED CONCEPTS

For knowledge mangement :
Knowledge, Knowledge economy, Knowledge-Based View, Knowledge Acquisition, Preservation, Diffusion and Acquisition, Content Management Systems, Groupwares, Project Management Systems, Enterprise Resource Planning, Knowledge-intensive company, Codification, Personalization, Business model, Knowledge managers, Communities of practice, Best Practices, CoP's paradox, Social network analysis, Ambidexterity, Information panopticon, Biocracy

For project and transforamtion management :
Communicating with and influencing stakeholders, Evaluating clients' needs and expectations, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation.

≡ LEARNING METHODS

For knowledge management :
This course adopts interactive pedagogical methods based on discussions and group presentations around articles, cases studies as well as practical examples. Participants are expected to actively participate to the class.

For project and transformation management :
Lectures -Teamwork on case studies on past and current projects proposed by professionals

≡ ASSIGNMENTS

As defined by the client

≡ BIBLIOGRAPHY

See course material

☰ EVALUATION METHODS

12 % : Continuous assessment - WEAVE (Jonathan LEPAN et Charles VELTEN-JAMESON)
25 % : Continuous assessment - Thibaut BARDON
25 % : Final exam - Thibaut BARDON
13 % : Final exam - WEAVE (Jonathan LEPAN et Charles VELTEN-JAMESON)
13 % : Final exam - CGI Consulting (Charles-Yves MAHE)
12 % : Continuous assessment - CGI Consulting (Charles-Yves MAHE)

☰ SESSIONS

1
kick-start case competition
LECTURE : 03h00

2
kick-start case competition- presentations
LECTURE : 03h00

3
Consulting project with an organisation
LECTURE : 00h00

4
CESIM Online business management simulation (part 1)
LECTURE : 03h00

5
CESIM Online business management simulation (part 2)
LECTURE : 03h00

6
CESIM Online business management simulation (part 3)
LECTURE : 03h00

S4STR507_2018
CONSULTING MISSION

Number of ECTS credits : 4
Course language : Anglais
Course leader : QUENTAL Camilla
Speakers : BOUNAN-HOUADJI Julie , CHABREL Vanessa , PERIAC ELVIRA , QUENTAL Camilla

≡ 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 mission in teams of 6 or 7 under the guidance of faculty members and in contact with a client.
The mission starts with a briefing from the client and lasts all along the semester, with an intermediate presentation and a final presentation to the client. Consulting teams benefit from feedbacks from the client at several steps of their work. Also, coaching sessions with a faculty member are regularly provided to each team to help them in their progression.
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

Analyze a complex problematic on a mission for a real client
Identify the key issues of a project and of its management
Develop relevant solution(s) for the client, from strategic to operational dimensions

≡ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 0 - NC

C4B learning goal	LG3 - Entrepreneurship and Innovation
C4B learning objective	LO7 - Identify needs and draw up an appropriate offer
Outcomes	Lev. 0 - NC

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO15 - Act with flexibility, adaptability and intellectual curiosity
Outcomes	Lev. 0 - NC

≡ TACKLED CONCEPTS

Evaluating clients' needs and expectations, Researching relevant data and informations, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation.

≡ LEARNING METHODS

Simulation, coaching sessions, experiential learning

≡ ASSIGNMENTS

As defined by the client

≡ BIBLIOGRAPHY

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

☰ EVALUATION METHODS

100 % : Consulting Mission Group 2 - Camilla QUENTAL
100 % : Consulting Mission Group 1 - Elvira PERIAC

☰ SESSIONS

1
Kick off session - Introduction and initial brief
LECTURE : 02h00

Camilla Quental and Elvira Periac

2
Kick off session - Presentations
GROUP PRESENTATION : 03h45

Camilla Quental and Elvira Periac

3
Kick off session - Debriefing
LECTURE : 01h30

Camilla Quental and Elvira Periac

4
Consulting mission - Initial Briefing
BRIEFING : 02h00

GP1 : Elvira Periac + In Vivo
GP 2 : Camilla Quental + Next Flow

5
Consulting mission - Coaching 1
EXERCICES : 03h45

GP 1 : Elvira Periac
GP2: Camilla Quental

6
Consulting mission - Mid term presentation
GROUP PRESENTATION : 07h00

GP1: Elvira Periac + In Vivo
GP2: Camilla Quental + Next Flow

7
Consulting mission - Coaching 2
EXERCICES : 03h45

GP1 : Elvira Periac
GP2:Camilla Quental

8
Consulting mission - Final presentations
GROUP PRESENTATION : 05h00

GP1 : Elvira Periac + In Vivo
GP2 : Camilla Quental + Next Flow