

## The Management Consulting Body Of Knowledge 1st Edition

Management consultants are typically seen as key mediators in the flow of management ideas. And yet little is known about exactly what happens when they work together with clients, behind closed doors in consulting projects. Do they really innovate or simply legitimate existing knowledge? This book presents research from a three year long 'fly-on-the-wall study' of consulting projects and challenges our taken for granted view of consultancy. It draws on and integrates theories of knowledge and social boundaries to reveal a picture of complex and shifting insider-outsider relationships. Here, the outsider or expert status of consultants in relation to their clients cannot be assumed in their day-to-day project interactions. Different actors, roles, and types of knowledge are involved in an interactive and dynamic process where various boundaries are constructed, reinforced, negotiated and transformed. The chapters selectively explore these dynamics, revealing the importance of boundary complexity, the role of humour and challenge in often tense relationships, and the importance of shared knowledge domains such as sector knowledge. This in-depth analysis of inter-organizational project teams also covers a wide range of consultancy contexts, drawing on cases studies which include: \* a US-based strategy firm and a multinational client, \* the public and private sectors, \* a sole practitioner consultant, \* IT implementation in financial services. The book is important for all those with an interest in management consultancy, project working and management knowledge as well as in innovation/change, inter-organisational relations, boundaries and professional services. The authors include some of the leading research experts on management consultancy as well as a former management consultant and current expert in management learning.

Now in its second edition, this unique and authoritative guide provides a description of the management consultancy profession worldwide, together with advice on how to choose and use its services effectively. With contributions from leading practitioners, the guide is essential reading for all purchasers of management consultancy services. Part One identifies the parameters and definitions of management consultancy. It presents overviews of the industry's origins and evolution, the present status of the leading multinational management consultancies and some of the global forces shaping the development of management consultancy. Part Two is devoted to ethics and best practice in management consultancy from a number of perspectives. Central to these discussions is the international development of the Certified Management Consultant (CMC) qualification. Part Three scrutinises the life of the client-consultant relationship, focusing on what clients can do to make the consultant's role effective and their working relationship productive. Part Four comprises snapshots by leading practitioners of thirteen key consultancy fields, ranging from strategy and marketing through change management and process re-engineering to the newer disciplines of information and knowledge management, m-commerce, ERP and e-business. Part Five consists of a general account of consulting in developing countries, followed by profiles of 26 country-by-country management consultancy markets.

Widely recognized as a key reference work on the practice of consulting, this guide offers an extensive introduction to professional consulting, its nature, methods, organizational principles, behavioral rules, and training and development practices. Today's information- and knowledge-based economy is constantly creating new opportunities and challenges for consultants. This new edition of Management Consulting actively reflects and confronts these developments and changes. New topics covered in this edition include: e-business consulting consulting in knowledge management total quality management corporate governance social role and responsibility of business company transformation and renewal public administration This book serves as a useful and inspiring tool for individuals and organizations wishing to improve their consulting activities. Praise for the previous edition: "A wealth of information about the nature and purpose of management consulting, consulting in various areas and the management of a consulting firm. It should help practitioners, entrants to the profession and business people wishing to use consultants more effectively."--Financial Times

Corporate Wisdom for Survival and Success

The Irresistible Consultant's Guide to Winning Clients

The Scandalous Inside Story of the Management Consulting Money Machine

Thinking Differently About Its Assumptions, Principles and Practice

Manager to CEO

**This volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organizational Change and Development series. This dual focus reflects the reality that consulting for organizational change is a special type of management consultation, a complex field of endeavor that requires a broad range of skills and competencies. To be truly effective, change-related consulting requires a unique client-consultant relationship, a special set of consulting skills, an expertise in human and organizational systems, and significant personal qualities. It is in high demand in a world full of change. Yet, we still know relatively little theoretically about this type of consulting and have relatively little empirical evidence about what actually works and why. As the contributors amply illustrate, the Organization Development (OD) field has a well developed set of frameworks, technologies, and models of change. Still we need to focus on and learn more about the role of the OD consultant as a special kind of change agent. A goal of this joint volume is to increase that specific body of knowledge and provide an illustration of much needed collaboration in bringing all possible resources to bear on our understanding of an increasingly critical and essential form of consulting.**

**This is an intelligent manager's guide to understanding and surviving in the corporate environment. Filled with practical tips, insightful discussions and advice, the book provides a new perspective on progress, competition, change and many other work-life issues. Chapters cover: power and politics in the workplace; managing self as well as teams; hiring and retaining good people; creating and managing change; dealing with people at all levels; ethics, values and failure; and thinking beyond one's career and creating a work-life balance.**

**Marriage is the one institution that needs more management than any other. And what could be better than having the world famous Marketing guru - Walter Vieira - showing us how to make it work? Too much about marriage is taken for granted. There is little preparation for marriage (except for the celebration part) and very little -is being done to keep a marriage going successfully. Many marriages cease to be enjoyable --- they become routine, boring, monotonous. - This book is an attempt to provide guidelines for success in marriage --- to make it more enjoyable and more rewarding. Written in a racy, simple style with cartoons and case studies, this will be a valuable book for those intending to get married, recently married and, for those already married. Every aspect of marriage is considered: The All-important Sexual Part; Expectations in Marriages; Why Marriages go wrong; Marital Conflicts; Living in Marriages; The Boredom of Marriage; Proximity and Marriage; Dealing with in-laws; How to Choose the Right Partner; Predicting Success in Marriage. And, most important of all --- How to make this most ancient of institutions work in the modern world. Readers have written back comments like -A good book on marriage, a guide to get married, getting married made easier etc.**

Boundaries and Knowledge in Action

Common Body of Knowledge Required by Professional Management Consultants

Task, Firm Size, and Organizational Structure in Management Consulting

Learn the skills used by the leading management consulting firms, such as McKinsey, BCG, et al.

A Survey of the Industry and Its Largest Firms

**Management Consulting Industry is growing rapidly in India. There is a strong need among consulting professionals for sharing cross-functional and emerging-sector experience. Case studies from business schools fulfill this need partly, but small and individual consultants need more access to experiential learning. This book is designed to fulfill this need as well as to serve as a core reading in the curriculum of business schools. Leading consultants from India share their experiences in these areas of Management Consulting: o Strategic Marketing, o International Marketing, o Brand Management, o Human Resource Development, o Executive Search, o Mergers and Acquisitions, o Project Finance, o E-Governance, o Corporate Governance, o Institution Building, and more. This book would also be useful as training material for individual and small consultants who come from varied backgrounds. Larger Indian as well as international corporations would also find these experiences helpful in getting assignments and in their actual implementation in the local Indian conditions.**

Management Consultancy Insights and Real Consultancy ProjectsRoutledge

**Management consultants of various kinds play an important role in the world of business, and within other types of organization. The Oxford Handbook on Management Consulting is a comprehensive overview of thinking and research on management consultancy with contributions from leading international scholars. The first section provides an account of the historical developments in management consulting research, and how current thinking has evolved from prior work. The second section focuses on disciplinary and theoretical perspectives, their diversities, areas of synergy, and parallel concerns. The following sections examine consulting as a knowledge business, consultants and management fashion, and the relationship between management consultants and their clients. The Handbook concludes with an assessment of areas of future research and debate. By bringing together a wide range of research and thinking on management consulting across different disciplines, sub-disciplines, and conceptual approaches, the Handbook provides a comprehensive understanding of both current thinking and future directions for research.**

Meeting Challenges in the 21st Century

Innovative Perspective on Management Consulting

Practice and Experiences for Business Excellence

Required Knowledges and Skills and Desirable Personal Characteristics for the Practice of Management Consulting

Management Consulting in India

Michael Graubner investigates consultancies' organizational structure in terms of structural differentiation, specialization, centralization, and formalization. He analyzes extensive qualitative and quantitative data obtained during a series of personal interviews in consulting firms with offices in Germany, Austria, and Switzerland. The results show that organizational size and to a lesser degree task uncertainty are closely associated with organizational structure.

Many family businesses refrain from using management consultants to support their strategic decision making. But why do some of them use consultants? And what are the reasons not to use management consultants? This book highlights under which conditions consultants are seen to be helpful and when they are rejected. It researches the use of management consultants in family businesses from different perspectives of organizational boundary research. Family businesses vary from each other. Family generation of owner & management, family influence, goal divergence among owners, and complexity are important dimensions that distinguish family businesses in their use of management consultants. This book helps family business managers and owners to understand when the use of management consultants is beneficial to them and when they should refrain from using consultants. Furthermore, it supports management consultants in tailoring their support to specific family business situations. This research is based on an innovative paper-based conjoint experiment with top managers of large German family businesses analyzing more than 1,700 decisions to use management consultants.

The author of this volume pulls together his decades of experience as a business consultant to draw up a step-by-step progression of corporate life. He discusses: the concept of a career design, choosing the correct employer and adjusting to a new environment; people skills; mentorship and its importance in growth and success in a corporate environment; the value of lifelong learning, open communication and time management; and communication skills, decision-making, creativity and ethics in an organizational framework.

An Empirical Analysis from a Contingency Perspective

The Rise and Rise of Management Consulting

Succeeding as a Management Consultant

Expert Or Charlatan?

International Guide to Management Consultancy

**This is not a standard book on management. It does not attempt to take the reader through the process of planning, forecasting, organising, delegating, motivating, monitoring, controlling and communicating in a sequential order, as in Fayol's wheel of managerial functions. Instead, it goes 'beneath the skin' of management as it were, to discuss issues that are not normally dealt with either in speech or in writing.**

**Ways and means of selling are fast evolving, as new paradigms of doing business engender new forms of relationships between sellers and buyers. The new breed of professional salespersons must respond to this rapidly shifting environment in the context of globalization, technological change and changing concepts of loyalty in the 21st century. The New Professional Salesman: Meeting Challenges in the 21st Century, written in Walter Vieira's inimitable style with simplicity, humour and clarity, will appeal to sales professionals who are not inclined to read heavy tomes on the subject. The book meets the need of companies with both large field forces (pharmaceutical, FMCG, consumer durables, engineering) and a small number of salespersons. Such companies can now buy a copy for each salesperson and effectively provide a full training program for the cost of a 'day's travel allowance'. Covering the entire spectrum of the selling process, the book features: - A systematic organisation of material on the theory of selling---in the context of 21st century requirements. - Use of case studies to elucidate strategies. - Questions to reflect on and action points at the end of every chapter---to stimulate thinking, self-analysis and self-improvement. - A focus on the use of technology to improve selling effectiveness. - A simple style of writing to make learning a pleasure. This book is a must read for all salespersons and entrepreneurs, whether they sell products or services. Trainers will also find the book immensely helpful in conducting sales training workshops.**

**This title was first published in 2002: The history of management consulting in Britain is a subject that has received little attention in the past in terms of research or publication. This work redresses the gap in the knowledge base of business and management history, presenting the historical situation in the context of management consulting. Identifying the beginnings of consultancy services in the mid-nineteenth century, Ferguson charts its progression through a series of time frames that span the twentieth century. Utilizing a series of consistent themes, such as service delivery forms and training, which can be compared and contrasted across time, the book provides not only a history of management consultancy services, but also shows how the take-up and form of services was heavily dependent upon the prevailing attitudes within business to the role of management. The thoroughly researched and well-presented arguments in this book will greatly add to our knowledge of British management during the twentieth century.**

A Guide to the Profession

Management Consulting in Family Businesses

Common Body of Knowledge for Management Consultants

Current Trends in Management Consulting

6 Steps to Unlimited Clients & Financial Freedom

The field of management consultancy research has grown rapidly in recent years. Fuelled by the drivers of complexity and uncertainty, a growing number of organizations – both profit and third sector alike – are looking at management consultancy to assist in their aims for development and change. Consultants have become a common feature in organizational change initiatives, involved in both providing advice and in implementing ideas and solutions. However, despite this growing recognition and influence, management consultancy is still often misunderstood or criticized for its lack of theoretical underpinning. The book seeks to address these issues by offering applied theoretical insights from academics that both teach and practice management consultancy. Written by recognized experts in their field, the contributors combine original insights with authoritative analysis. Uniquely, this book identifies emerging themes with critical discourse and provides rich empirical case study evidence to show the reader how management consultancy projects are implemented. Real-world international consultancy projects are featured as written up cases featuring organizations from multi-national corporations to the public sector. Written for graduate level managers or those who have practical leadership experience, this book will enable readers to apply management consultancy models beyond a classroom context

Volume One in this series focuses on current trends in the management consulting industry. It is divided into three sections: (1) a look at some of the broad changes taking place in the management consulting industry, (2) an examination of recent trends and techniques in the practice of management consulting, and (3) reflections on the current state of affairs in the industry. As this brief overview has hopefully captured, the first volume in this series provides ample insight into and differing perspectives on the multi-faceted world of management consulting. Thanks are due to all the authors for their thoughtful work, good-natured collegueship, and willingness to contribute their thoughts and insights about the consulting field. This volume would not have been possible without their efforts.

Watch Walter Vieira talk about the Impatient Manager The rules of the corporate world are now dynamic like never before. For managers, the marathon race, starting at the bottom of the pyramid and working their way upto the top in 20-30 years, is no longer a fundamental truth. With executives reaching the corner office in less than 10 years, the workplace and its aspirations have reached a new high. Impatience is now seen as a virtue and this book addresses The Impatient Manager. The book provides strategies for a faster route to corporate success and at the same time provides caution signs that will prevent career crashes in the fast lane. Using his classic engaging, anecdotal technique, the legendary Walter Vieira takes readers through their own success marathon, sprinter style.

Management Consultancy

The New Professional Salesman

Expert or Charlatan?: The Rise and Rise of Management Consulting

Journal of Management Consulting

Common Body of Knowledge for Professional Management Consultants

The management consulting industry is a leading component of the world's knowledge economy permeating every segment of industry, commerce and government service. A multi-billion dollar phenomenon, it has yielded its own body of knowledge and set of practices. Exponents do make a lot of money for the consulting businesses they serve. What is not always understood, or transparent, is the value clients receive. This book seeks to make good that deficiency in our perception of the profession. Learning on his deep and wide-ranging experience, Dr John Louth seeks to lift the lid on the management consulting profession in a critically reflective and accessible manner. With vignettes and examples drawn from his own experience and practice, he dissects the rational explanations usually provided by practitioners. He calls for restraint and self-awareness from both client and consultant, and advocates the reform of a profession that seems increasingly powerful and unregulated. Dr Louth explores the management consulting profession on its own terrain, through its own language and discourses. He disentangles the management consultant's notions of "strategy," "risk management," "change" and "project management" so that these become meaningful to the layperson. Given the complexity that dominates the global geopolitical system and international economy, he asks how management consulting diagnoses can be effective in an uncertain and highly contingent world. With a foreword by Professor Rebecca Boden of the University of Roehampton Business School in London, this book is an accessible and scholarly monograph that is essential reading for those seeking to understand management consultancy and its role in the modern world.

The second edition of The New Sales Manager is an enormously useful book that provides practical advice and a sound foundation in sales management to young managers. It is also an interesting, quick revision for senior sales managers who want to revisit the theory of sales management, in a painless, and perhaps, entertaining way. Covering the entire range of

functions of a sales manager, the book has been thoroughly revised and includes plenty of illustrations, Real-life anecdotes and caselets to match the changes in the business environment. Though it's a potentially lucrative enterprise, the reality of independent consulting seldom matches the dream. Most solo consultants and boutique consulting firms are perpetually within six months of bankruptcy due to the sputtering unreliability of their new business engines. The problem, according to international consulting expert David A. Fields, is twofold: 1) lack of a consistent, proven plan, and 2) fundamental misunderstanding about what clients want in a consultant. Fields, who has helped hundreds of consultants and boutique firms worldwide build lucrative, sustainable practices, replaces the typical consultant's mindset of emphasizing expertise and differentiated processes with a focus on building relationships, engendering trust, and solving clients' existing problems. In The Irresistible Consultant's Guide to Winning Clients: Six Steps to Unlimited Clients and Financial Freedom, Fields synthesizes his decades of experience into a step-by-step approach to winning more projects from more clients at higher fees. From nuts-and-bolts business advice and tactics to a deeply insightful breakdown of the human side of a very human profession, Fields delivers a comprehensive guidebook that is at once highly approachable and satisfyingly detailed.

The New Sales Manager

An Ancient Greek Philosophy of Management Consulting

Ethics and Professional Conduct in Management Consulting

The Common Body of Knowledge for Management Consultants (in Summary Form)

51 Steps To Corporate Success

The management consulting industry is a leading component of the world's knowledge economy permeating every segment of industry, commerce and government service. A multi-billion dollar phenomenon, it has yielded its own body of knowledge and set of practices. Exponents do make a lot of money for the consulting businesses they serve. What is not always understood, or transparent, is the value clients receive. This book seeks to make good that deficiency in our perception of the profession. Learning on his deep and wide-ranging experience, Dr John Louth seeks to lift the lid on the management consulting profession in a critically reflective and accessible manner. With vignettes and examples drawn from his own experience and practice, he dissects the rational explanations usually provided by practitioners. He calls for restraint and self-awareness from both client and consultant, and advocates the reform of a profession that seems increasingly powerful and unregulated. Dr Louth explores the management consulting profession on its own terrain, through its own language and discourses. He disentangles the management consultant's notions of "strategy," "risk management," "change" and "project management" so that these become meaningful to the layperson. Given the complexity that dominates the global geopolitical system and international economy, he asks how management consulting diagnoses can be effective in an uncertain and highly contingent world. With a foreword by Professor Rebecca Boden of the University of Roehampton Business School in London, this book is an accessible and scholarly monograph that is essential reading for those seeking to understand management consultancy and its role in the modern world.

Written for business leaders and consultants who are trying to solve significant problems and create measurable value. Readers can view the templates used in consulting studies and how they are used. All the foundational strategy and business analyses tools are taught along with the soft skills and practical tools to solve any business problem. This is the only book of its kind walking the reader step-by-step through a complete consulting study. This book follows an engagement team as they assist a large company in diagnosing and fixing deep and persistent organizational issues over an 8-week assignment. Readers will learn how they successfully navigate a challenging client environment, frame the problem and limit the scope, develop hypotheses, build the analyses and provide the final recommendations. We have placed the explanation of management consulting techniques within a lively and engaging storyline, which allows the reader to truly understand the challenges faced on consulting engagements, connect with the characters, and understand both how and why they debated elements of the study. It is written so that the reader may follow, understand, and replicate a strategic engagement using the same techniques used by the leading firms, such as McKinsey, Bain, and BCG. To make the story realistic and useful, we have worked with one client engagement throughout the book. Using different examples and different clients to explain concepts would have made it difficult for readers to see the data linkages and development of the final recommendations. The client and engagement are fictitious. The data presented are also fictitious, but they are based on actual consulting engagements and the experiences of the author and the contributing McKinsey, BCG, et. al. partners at FIRMScounseling.com & StrategyTraining.com. RESERVE YOUR SPOT FOR FREE EPISODES FROM EX-MCK ET AL. PARTNERS AT FIRMSCONSULTING.COM/PROMO FREE EPISODE FROM THIS BOOKS COMPANION COURSE AT FIRMSCONSULTING.COM/SAAMC

Management Consulting

Basics of Marriage Management

A Body of Knowledge for the Accreditation of Management Consultants

The Winning Manager