Strategic Management Consulting Project

Academic Year: **2018/2019**   Semester: **2nd**

Instructor(s): Celine Abecassis-Moedas and one instructor per section (see list below)

Contact(s) and Office hours: See below

_____

Biography:

Celine Abecassis-Moedas is Associate Professor at CATOLICA-LISBON where she teaches in the areas of Strategy, Consulting and Innovation Management. She holds a Ph.D. in Management Studies from Ecole Polytechnique, Paris, a Master in Scientific Methods of Management (DEA), from Dauphine University and a BA in Economics and Business Administration from Ecole Normale Supérieure and La Sorbonne, Paris. She was an International Faculty Fellow at MIT Sloan School of Manangement in 2011. Before joining UCP, Celine was an Assistant Professor at Queen Mary-University of London. She worked in business development in a software company in New York and in management consulting at AT Kearney in London. As a consultant, she worked in several sectors (media, banking, retail and consumer goods) mostly for the British market. Celine's research interests are in entrepreneurship and innovation management in creative industries. Celine is also a non-executive director at Europac, Jose de Mello Saude and CTT.
ceabec@ucp.pt

Section 1 (Monday 9:30 am)
Section 2 (Monday 11 am)
Karen Ferrez Frisch leads Associção E3S, a non-profit organization that support capacity building of other NGOs through consulting and structure programs. Before joining CATÓLICA, Karen had managed/started other non-profit organizations that supported the Third Sector to improve their management practices in Russia and Portugal. She also worked in management consulting at Arthur D. Little (Brazil and USA) and at McKinsey (Russia and Portugal). Until recently Karen was Strategic Adviser for eSolidar. She holds an MBA from Duke University, USA and a BS in Chemical Engineer from FAAP, Brazil.
karenfrisch@clsbe.lisboa.ucp.pt

Section 3 (Monday 9:30 am)
Section 4 (Monday 11 am)
Rute Xavier was a consultant in Accenture, SA, since 1996. She has been managing projects mostly in Financial Services, Telecommunications and Information Technology. She lectures Project Management and Strategic Management Consulting Project in MSc Programs and Consulting Project Lab in The Lisbon MBA. She is Master in Finance by Católica Lisbon School of Business and Economics and she has a degree in Economics by Nova School of Business & Economics.
rute.xavier@clsbe.lisboa.ucp.pt

Section 5 (Wednesday 9:30 am)
Pierre Gein is the Executive Director of the Center for Technological Innovation and Entrepreneurship (CTIE). He is also a senior consultant with hands-on experience in Europe and Africa (CGI, Capgemini, Novabase). Pierre is an experienced Project Manager in Business Consulting and Implementation Projects with focus on Sales Incentive Compensation models. He holds an engineering degree in Aeronautics from ESTACA, Paris.
pierre.gein@ucp.pt

Section 6 (Thursday 11 am)
Xavier Rajot is Executive Director for Pre-Experience Programs at CATÓLICA-LISBON, being responsible for the executive management of all pre-experience degree programs. He currently leads and coordinates the Marketing & Admissions, Student Affairs and International Relations teams. Xavier holds a Master's Degree in Business Administration from NEOMA Business School. He has acquired 20 years of corporate experience across 7 countries (France, Germany, USA, Mexico, UK, Spain and Portugal) as manager of multidisciplinary teams in a large variety of sectors (energy, educational tourism, training & consulting, eyewear, direct mail and higher education).
xrajot@ucp.pt

Section 7 (Friday 9:30 am)
Carla Ventura is an experienced manager in project management and business development. She is working as Program and Reorganization Manager at Centro Hospitalar Lisboa Norte / Hospital Santa Maria (the biggest Portuguese Hospital) since 2014. She was consultant at Accenture during 15 years (1998 to 2013), where she worked in the consulting area of Change Management, Processes and Business Process Outsourcing, in national and international clients particularly in the areas of banking, insurance, energy, distribution, telecommunications and social responsibility. She has had international experience in Angola, South Africa and Norway.
carla.ventura@ucp.pt

Section 8 (Friday 8am)
Section 9 (Thursday 8am)
Pedro Cabrita Carneiro is currently the Medical Sciences Project Coordinator in UCP (Portuguese Catholic University). He also acts as Business and Relations Officer at INL (Iberian Nanotechnology Laboratory) in the Innovation and Technology Transfer areas. Before that he was Vice-President of the Fundação para a Ciência e a Tecnologia (FCT), the Portuguese national funding agency for science and research in Portugal. He holds a degree in Economics from the Catholic University of Portugal and a MBA from the Universidade Nova de Lisboa / Wharton Business School of the University of Pennsylvania. He was marketing director of Fima-Lever-Iglo/Unilever, managing-director of Lever-Elida, member of the board of Oni Telecom, and vice-president of the Círculo Bertrand Group (Bertelsmann AG Portugal). He was also Managing Partner of the Reputation Institute in Portugal. He lectures Statistics (Undergraduate) and Strategic Management Consulting Projects (MsC).
pedro.carneiro@ucp.pt

_____

Course overview and objectives**:**

The Strategic Management Consulting Project (SMCP) is a project-oriented course in which students work as teams of consultants to solve a given client's real business challenge. Groups of four or five students work together on a given project for the whole duration of the course, in direct contact with the client organization and pursuing their own project.

On completion of this course a student should be able to:

A. Knowledge and Understanding:
- Describe and follow the steps of the consulting process
- Solve real management and business challenges (consulting-like experience)

B. Subject-Specific Skills:
- Identify and articulate organizational challenges
- Apply effective data collection techniques
- Use analytical frameworks to organize data analysis
- Interpret analysis
- Develop implementable solutions
- Prepare project reports and client presentations

C. General Interpersonal Skills:
- Client relationship skill
- Teamwork

Examples of projects from past years were the following:
- TAP: Define a comprehensive Framework for TAP Supplier Relationship Management.
- NOS: Retention process review in small and medium-sized enterprise segment.
- Euronext Lisbon: How to boost the Portuguese investment on long term financial instruments of listed products
- Vieira de Almeida: Benchmarking, Processes and KPIs for a law firm incubator.
- FNAC: How to devise a new loyalty program for millennials.
- Jeronimo Martins: Determine the market potential for take away food delivery.

_____

Course Content:

The course consists of one theoretical session at the beginning of the course (session 0 for students from all sections) followed by weekly sessions on the specific project of each team. All individuals of each team are expected to work **one full and same day per week at the client site** (e.g. the whole team spends all Fridays at the client during this period, using the opportunity to make progress as a team and exchanging data / analyses / ideas on solutions with the client).

The course is based on a field project that consists of working with a client organization to define the challenge, investigate root-causes, gather relevant data, analyse data, generate and evaluate alternative solutions and present the proposed solution to the decision-maker. The course develops the interaction between students and client organizations, by using a collaborative consulting methodology that contributes to understand and solve real management and business challenges. Students are expected to mobilize and apply the management knowledge acquired during the rest of the program, gather further knowledge if relevant, and continually involve the client in the generation of solutions to get feedback along the project and build-up commitment for implementation.

The presented methodology is used only to create a baseline of explicit knowledge from what is the typical problem resolution process:

- Step 1: Identification: What is the problem? (Definition and understanding)
- Step 2: Disaggregation: What are the main root causes? (Disaggregation and prioritization)
- Step 3: Validation: What should be analysed? (Information and interpretation)
- Step 4: Recommendations: What are the solutions? (Recommendations and communication)

This methodology helps students develop their own approaches in a coordinated and structured manner. Students sign a confidentiality agreement protecting the client's data.

_____

Required background:

Students are required to have followed a course in Strategic Management including environment and industry analysis, resources analysis, strategic options, and organizational structure.

_____

Grading:

The evaluation for this course is based on the group project follow up, the final presentation and peer evaluation. It has three components:

- Internal evaluation, regarding the focus, structure and quality of the content as well as the relevance of the recommendations.
- External evaluation by the "client" based on the performance of the consulting team and the importance of the deliverables (adequacy and applicability).
- Peer evaluation to guarantee an individual grading.

_____

Bibliography:

Wickham, L. and J. Wilcock, 2016 (or 2012), Management Consulting. Delivering an Effective Project, Prentice Hall, 5th edition.

_____

Extra Costs (case studies, platforms...):

_____

Miscellaneous information:

Groups are formed at in the first session and are the same throughout the course.

_____

Code of conduct and ethics:

Católica Lisbon School of Business and Economics is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. A crucial element to achieve these goals is the creation and maintenance of an atmosphere contributing to learning and personal growth for everyone in the community. The success of CATÓLICA-LISBON in attaining its goals and in maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities.

Along with all the other members of our community, students are expected to follow professional standards and CATÓLICA-LISBON standards of Academic Integrity. Some details should be

mentioned here: Please arrive on time for class with uninterrupted attendance for the duration of the class. Signing attendance sheet for anyone else in the class constitutes fraud and a violation of the CLSBE code of conduct. Use of computers and other electronic devices during the class is not allowed, unless expressly requested by the instructor of the course. Students who persistently act in a disruptive and disrespectful manner during the class session may be invited to leave.

Students are expected to behave at all times according to the fundamental principles of academic integrity, including honesty, trust, fairness, respect, and responsibility. In particular,

a) In **individual graded assignments** of any type, students may not collaborate with others or use any materials without explicit permission from the instructor of the course;

b) In **group assignments and reports**, all students listed as authors should have performed a substantial amount of work for that assignment;

c) It is dishonest to fabricate or falsify data in experiments, surveys, papers, reports or other circumstances; fabricate source material in a bibliography or "works cited" list; or provide false information in other documents in connection with academic efforts;

d) **Plagiarizing**, i.e. "to steal and pass off the ideas or words of another as one's own and or to use another's production without crediting the source" (Merrian-Webster Dictionary) is an Academic Integrity breach. It can be avoided by using proper methods of documentation and acknowledgement. Visit this guide for additional resources on how to avoid plagiarism in your written submissions http://en.writecheck.com/plagiarism-guide

e) In **exams** students must not receive or provide any unauthorized assistance. During an examination, students may use only material and items authorized by the faculty. Use of smartwatches or other communication devices is not permitted during the exam.

Academic integrity breaches will be dealt with in accordance with the school's code of Academic Integrity: https://www.clsbe.lisboa.ucp.pt/system/files/assets/files/academicintegritycode.pdf

_____