



Subject **Module: Strategic Tools and Techniques**
Course: **Tools and Techniques II: Consulting Tools and Techniques**

Professor in charge: Prof. Dr. Dietmar Fink

Target group: 2nd Semester

Lectures: 2 SWS

Aims: Many management tools and techniques that have long been counted among the "classics" in business management were originally developed by management consultants for the purpose of uncovering innovative solutions to operational, and above all, strategic management problems. As most managers continue to invest vast sums into implementing the latest consulting concepts, we can expect that the consultants' ideas will guide the general view on how to solve management problems in the future as well. The reason is that consultants are not simply problem solvers, but also providers of meaning: By employing extremely effective rhetoric they instigate discourse, which propagates 'management philosophies', new ways of thinking and new management principles.

This course introduces students to the latest management tools and techniques developed by leading management consultants such as Arthur D. Little, A.T. Kearney, Capgemini, and Accenture. It provides an in depth discussion of the relevant issues together with the consultants that have developed the respective ideas and who advise their clients on their strategic value and implementation.

- Contents:**
1. Consulting Tools and Techniques: An Introduction
 2. Tools and Techniques for Creating Value
 - 2.1 The Value Growth Concept by Mercer Management Consulting
 - 2.2 The Value Building Growth Concept by A.T. Kearney
 - 2.3 The Economic Value Added Concept by Stern Stewart
 - 2.4 The Innovation Premium Concept by Arthur D. Little
 3. Tools and Techniques for Transforming an Organization
 - 3.1 The Business Transformation Concept by Capgemini
 - 3.2 The Company Vitalization Concept by CSC
 - 3.3 The Change to Grow Concept by Mercer Management Consulting
 - 3.4 The Organizational Transformation Concept by Accenture
 4. Tools and Techniques for Specific Management Issues
 - 4.1 Due Diligence as Performed by Arthur D. Little
 - 4.2 Post Merger Integration as Performed by A.T. Kearney

Note: The concepts selected for discussion will permanently be revised.

Methods: Student learning is based on lectures, class debates, as well as students' own preparation and business experience. All students will need to



prepare the basic literature prior to the course. The lectures will focus on reviewing and discussing the key issues of the prepared topics. Students are encouraged to share their views on specific consulting tools and techniques based on their practical work experience. Class debates provide an in depth discussion of the relevant issues together with consultants that have developed the respective concepts.

Examination: The module will be assessed by a final examination.

Literature Basic Literature:

Fink, D. (Hrsg.) (2004): Management Consulting Fieldbook: Die Ansätze der großen Unternehmensberater, 2. Aufl., München 2004.

Additional Literature:

A list of additional literature will be provided at the beginning of each semester.

Language: English/German

Case Studies: