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# MANAGEMENT CONSULTING

EMERGENCE AND DYNAMICS OF  
A KNOWLEDGE INDUSTRY

EDITED BY

MATTHIAS KIPPING AND LARS ENGWALL

# Management Consulting Emergence And Dynamics Of A Knowledge Industry

**Dennis Schoeneborn**



## **Management Consulting Emergence And Dynamics Of A Knowledge Industry:**

**Management Consulting** Matthias Kipping, Lars Engwall, 2002-06-20 This volume makes an important contribution to the growing literature on management consulting. It brings together international contributors from a wide variety of backgrounds and draws on recent empirical research from a diverse range of countries, consultancy firms and client companies. The analysis focuses on three key areas. The first part of the book looks at the emergence and development of the consulting industry in different countries and time periods. The interplay between national systemic context and outside influences is stressed and the efforts of consultants to become recognized as legitimate knowledge carriers by their clients is highlighted in competition and sometimes cooperation with other suppliers of management knowledge, notably academia. The volume goes on to consider the generation, management and validation of consulting knowledge by consultancy organizations and management gurus, showing how these activities are influenced not only by the consultancies' own characteristics in terms of size, structure and national origin but also by the national and cultural context in which they are operating and by the role of gatekeepers such as book publishers or journalists. The third part of the book focuses on the nature and dynamics of the consultancy-client relationship, focusing especially on the ways in which consultants convince managers of the need to hire outside advisors, on the reaction of those concerned in the client organization towards the consultants' recommendations and on the methods used by the consultants to overcome the possible reluctance and resistance from within the organization. From a more theoretical point of view, the chapters in this volume also show that research on management consulting has to take into account different levels of analysis: the consulting industry as a whole and its position relative to other knowledge providers such as academia; the specific consultancy organization and its relationships with internal and external sources of knowledge; and the particular consultancy project and notably the interplay between the consultants and the various stakeholders within and outside the client organization.

**The Oxford Handbook of Management Consulting** Matthias Kipping, Timothy Clark, 2012-03-29 Management consultants of various kinds play an important role in the world of business and other organizations. This Handbook provides a comprehensive overview of research and thinking on the role, history and function of management consultants.

Trade and Capital Flow among Asian Economies Chris Rowley, 2013-10-18 Trade and capital are important in the Asia region. Trade in the APEC region has been increasing but the large rise in China's exports has also been disturbing as it exhibits export substitution. The first two papers conclude that every economy has gained in trade though some are more successful than others. And that rise in export has a lot to do with a rise in foreign direct investments. Macroeconomic stability is the pre-condition to growth. Empirical studies show that the lack of stability has encouraged capital to flee an economy. Similarly, a market-oriented, price-driven and matured financial market provides an alternative source of funding. The lesson in economic development is that success in economic growth requires both an externally friendly market environment as well as consistent and favourable internal policies.

*Management Consultancy*

Andrew Sturdy, 2009-03-26 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     **The Oxford Handbook of Management** Adrian Wilkinson, Steven J Armstrong, Michael

Lounsbury, 2017-03-16 Management the pursuit of objectives through the organization and co ordination of people has been and is a core feature and function of modern society Some classic forms of corporate and bureaucratic management may be seen as the prevalent form of organization and organizing in the 20th century but in the post Fordist global knowledge driven contemporary world we are seeing different patterns principles and styles of management as old models are questioned The functions ideologies practices and theories of management have changed over time as recorded by many scholars and may vary according to different models of organization and between different cultures and societies Whilst the administrative corporate or factory manager may be a figure on the wane management as an ethos organizing principle culture and field of academic teaching and research has increased dramatically in the last half century and spread throughout the world The purpose of this Handbook is to analyse and explore the evolution of management the core functions and how they may have changed its position in the culture zeitgeist of modern society the institutions and ideologies that support it and likely challenges and changes in the future This book looks at what management is and how this may change over time It provides an overview of management its history development context changing function in organization and society key elements and functions and contemporary and future challenges     *Management Consultancy* Joe O'Mahoney, Calvert

Markham, 2013-03-07 Management Consultancy provides a comprehensive introduction to the consulting industry The text

begins with the presentation of a theoretical underpinning before outlining how to carry out management consultancy and providing guidance on entering the industry

An Introduction to Management Consultancy Marc Baaij, 2013-12-30 I have never seen such a book about management consulting before this sets a new standard This book is extremely thorough and addresses all of the relevant topics Sander van t Noordende Group Chief Executive Products Operating Group Accenture Whether you are looking to build on your management studies or experience of working in business you are likely to have come across management consultancy and will need a clear and concise introduction to this area to help you understand its practices and techniques in order to hire and implement management consultancy in the future This text provides you with these essentials for success in your studies and later industries when working with and not just for consultancy firms The text is built around learning objectives to empower your understanding of the what how when and why at macro and micro levels of management consultancy and its stakeholders and provides you with engaging real life examples and extra web materials for study As well as full courses on management consultancy this text will be invaluable to your management knowledge and skill set across strategy change analytics problem solving solution implementation and decision making as applied by the world's top management consulting firms such as McKinsey Company The Boston Consulting Group and Bain Company

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*The Management Idea Factory* Stefan Heusinkveld, 2013-11-26 Although there has traditionally been considerable field level attention on how consultants market their ideas and practices there is still a lack of research that discusses the earlier intra organizational phases in the development process While the present literature provides important insights that enhance our understanding of consulting the consultancy industry and the way that consultants present their ideas and services on the market for management solutions we know relatively little about the way knowledge based innovations develop within consultancy firms and the mechanisms that shape the intra organizational evolution of these ideas and practices This book seeks to address this gap by revealing how the development of new ideas and practices takes shape in consultancies The work addresses questions such as In which way do consultancies sense the contemporary market needs How do new ideas and practices become established within a consultancy How do consultancies seek to maintain their repertoire And what role do these new ideas and practices play in their assignments To provide more insight into these different aspects of knowledge based innovation in consultancies the book draws on and integrates literature from diverse relevant fields such as product innovation and market orientation but also uses institutional and practice based perspectives

The research presented in this book can be seen in the light of emerging research into knowledge based innovation and new concept development that concentrate on empirically studying how knowledge entrepreneurs seek to develop commercially viable ideas and practices that have the potential to have a significant impact on management and organizational praxis

**Alternatives Considered But Not Disclosed** Dennis Schoeneborn, 2009-01-21 Despite the increased use of Microsoft PowerPoint on all levels of business and educational communication slideware ranks among the least explored media in communication studies This study investigates PowerPoint's role in organizational communication particularly in terms of a functional dilemma between its application for documentation as opposed to presentation purposes The Client-Consultant Relationship in Professional Business Service Firms Natalia Nikolova, 2019-02-02 The interaction between clients and consultants during consulting projects is essential for their success and therefore for the long term survival of consulting companies The aim of this book is to further advance our understanding of the nature of client consultant relationships Building upon a critical discussion of the contributions and shortcomings of existing research Natalia Nikolova proposes an innovative conceptual model which provides a critical yet constructive platform for the development of a more differentiated view of professional work The framework concentrates on the cultural and political relations between clients and consultants during service production It represents a prolific platform for further research and provides practitioners with an increased awareness of hitherto under explored issues of client consultant relationships This book is aimed at scholars of professional business service firms and those interested in multidisciplinary studies of human relations in general It will also appeal to students interested in these areas and to clients and consultants involved in consulting projects **The Economics and Sociology of Management Consulting** Thomas Armbrüster, 2006-11-16 academic disciplines Book Jacket **Handbook of Research on Entrepreneurship in Professional Services** Markus Reihlen, Andreas Werr, 2012-01-01 Professional service firms are critical agents of contemporary economies and understanding them has become a central focus of recent scholarship This very timely and well organized Handbook brings together several leading scholars who explore how we might think and theorize about professional service firms and their entrepreneurial behaviours The Handbook will become a key source for the growing community of researchers in this area Royston Greenwood University of Alberta Canada For too long both researchers and practitioners have presumed that professional service firms follow the status quo when they should better understand how these professionals set the rules for globalization This Handbook reminds us that professionals are as much the shock troops of capitalism as the multinational corporations that they serve As this Handbook shows the leading firms successfully compete with each other by fostering entrepreneurship and innovation in order to service an institutional system that undergirds the international economy Christopher McKenna University of Oxford UK Professional services are increasingly seen as an important foundation for future economic growth and prosperity Yet research on innovative and entrepreneurial processes in professional services has been surprisingly scarce This Handbook provides a

collection of original contributions from leading scholars outlining the current stock of knowledge in the area as well as providing directions for further research. The expert contributors discuss entrepreneurship and innovation from a number of different perspectives including the entrepreneurial professional team, the entrepreneurial firm, and the institutional environment. The first part of the book looks at the challenges of entrepreneurship specific to the professional service firm while the second explores the creation and exploitation of entrepreneurial opportunities in the professional service team. Part III turns to the organization and Part IV to the management and growth of the entrepreneurial professional service firm. The final part discusses the interplay between professions, firms, and the institutional environment. Researchers, scholars, and PhD students in the areas of entrepreneurship and professional service firms, along with advanced students of management, will find this volume of great value.

**The Feminine in Management Consulting** S. Marsh, 2008-11-28. Through live material from consulting practice and an historical review of advice giving to pre-modern leaders, this book uncovers a distinctive feminine discourse of management consulting. This new lens challenges current literature on management consulting that relies on established masculine images.

**Crisis Communication** Finn Frandsen, Winni Johansen, 2020-08-24. Finn Frandsen and Winni Johansen have won the 2019 Danish communication prize KOM pris for their world class research in organisational crises, crisis management, and crisis communication. This prize is awarded by The Danish Union of Journalists, Dansk Journalistforbund, and Kforum. <http://mgmt.au.dk/nyheder/nyheder/news-item/artikel/finn-frandsen-and-winni-johansen-win-the-kom-pris-2019>. The aim of this handbook is to provide an up-to-date introduction to the discipline of crisis communication. Based on the most recent international research and through a series of levels from the textual to the inter-societal level, this handbook introduces the reader to the most important concepts, models, theories, and debates within the field of crisis communication. Crisis communication is a young and very vibrant field of research and practice. It is therefore crucial that researchers, students, and practitioners have access to presentations and discussions of the most recent research. Like the other handbooks in the HOCS series, this handbook contains a general introduction, a chapter on the history of crisis communication research, a series of thematic chapters on crisis communication research at various levels, a chapter on perspectives, a glossary of key terms, and lists of further reading for each chapter with references to publications in English, German, and French.

**Overview** Section I: Introducing the field. General introduction. A brief history of crisis management and crisis communication. From organizational practice to academic discipline. Reframing the field. Public crisis management, political crisis management, and corporate crisis management. Section II: Between text and context. Image repair theory. Situational crisis communication theory. Influences, provenance, evolution, and prospects. Contingency theory. Evolution from a public relations theory to a theory of strategic conflict management. Discourse of renewal. Understanding the theory's implications for the field of crisis communication. Making sense of crisis sensemaking theory. Weick's contributions to the study of crisis communication. Arenas and voices in organizational crisis communication. How far have we come? Visual crisis

communication Section III Organizational level To minimize or mobilize The trade offs associated with the crisis communication process Internal crisis communication On current and future research Whistleblowing in organizations Employee reactions to negative media coverage Crisis communication and organizational resilience Section IV Interorganizational level Fixing the broken link Communication strategies for supply chain crises Reputational interdependence and spillover Exploring the contextual challenges of spillover crisis response Crisis management consulting An emerging field of study Section V Societal level Crisis and emergency risk communication Past present and future Crisis communication in public organizations Communicating and managing crisis in the world of politics Crisis communication and the political scandal Crisis communication and social media Short history of the evolution of social media in crisis communication Mass media and their symbiotic relationship with crisis Section VI Intersocietal level Should CEOs of multinationals be spokespersons during an overseas product harm crisis Intercultural and multicultural approaches to crisis communication Section VII Critical approaches Ethics in crisis communication Section VIII The future The future of organizational crises crisis management and crisis communication For a detailed table of contents please see here

Managing Corporate Social Responsibility in Action Frank de Bakker, 2016-05-13 Since the mid 1990s political and public debates about the social responsibilities of firms have gained renewed force Although CSR seems to be a well defined concept in management literature in its diverse applications the CSR concept loses much of its pertinence In Managing Corporate Social Responsibility in Action the authors focus on different aspects of managing CSR in action to capture differences between discourse and practice By examining the question from three angles talking about CSR doing CSR and measuring CSR they attempt to make sense of the difference between practice and reality This volume considers ways to overcome the difficulties that arise around CSR in action **Handbook of Service Business** John R. Bryson, Peter W. Daniels, 2015-04-30 Service business accounts for more than 75 per cent of the wealth and employment created in most developed market economies The management and economics of service business is based around selling expertise knowledge and experiences This Handbook co **Challenges and Issues in Knowledge Management** Anthony F. Buono, Flemming Poulfelt, 2005-09-01 Challenges and Issues in Knowledge Management the fifth volume in the Research on Management Consulting series presents sixteen chapters that explore these various perspectives focusing on knowledge management within the context of the management consulting industry the dynamics associated with knowledge sharing and dissemination methodological approaches to studying knowledge in organizations and reflections on knowledge management and management consulting As the chapters underscore it is important to ensure that KM initiatives are aligned with the needs of the organization and its members that the KM system is owned by organizational members with particular emphasis on executive sponsorship and team member acceptance and that it be understood as an ongoing process rather than simply another management objective or faddish consulting tool The focus therefore should be on how knowledge processes can be



facilitated leveraged and utilized in organizational value creation      *The Principles and Practice of Crisis Management*

Meena Ahmed, 2006-04-27 This book examines the factors involved in the social mediation of risks the social construction of reality and professionals attempts to re design how social reality appears It looks at single issue politics the mass media and how corporations can respond to threats to their political and ideological perspectives      **Management Consulting Today and Tomorrow** Larry E. Greiner, Flemming Poulfelt, 2010-04-02 This book provides a thorough examination of a variety of specialties within the broad range of management consulting A book of such scope and depth could only be written by a large number of experts each from one of the many specialties related to management consulting Together all 27 contributors take the reader through an industry that is currently undergoing significant change While covering all the major practice areas of consulting the book also offers new insights into change processes and addresses compelling management issues now facing consulting firms

**The Oxford Handbook of Management Ideas** Andrew Sturdy, Stefan Heusinkveld, Trish Reay, David Strang, 2019-03-28 Management ideas and their associated applications have become a prevalent feature of our working lives While their focus is familiar such as efficiency motivation and improvement they range from specific notions such as activity based costing to broad movements like corporate social responsibility This Handbook brings together some of the latest research from leading international scholars on how management ideas are produced promoted and adapted and their effects on business and working practices and society at large Rather than focusing on specific management ideas this volume explores their key socio political contexts and channels of dissemination and is organized around four core overlapping themes The first section sets out the research field in general in terms of both an overall system and of different perspectives and research methods The second section explores the role of different actors and channels of diffusion including the consumers and producers of management ideas and new media as well as traditional players in the management ideas field such as consultancies and business schools The third section focuses on specific features or dynamics of the management ideas system such as their adoption evolution institutionalisation and resurgence while in the final section critical and new perspectives on management ideas are examined highlighting specific socio political contexts and the possibility of alternative ideas and forms of critique With a broad range of perspectives represented this Handbook provides a comprehensive authoritative and enduring resource for those studying management innovation and organizational change as well as for those working in the management ideas industry

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