

## Modelling Management Consulting in India: Towards Management Consulting Theory

(Full Paper)

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### ABSTRACT

This point-in-time, management consulting firm (MCF), empirical, global literature-supported quantitative study, engages a small but acceptable dataset. It builds a significant MCF-to-client-firm sustainable business positioning model to assist the client-firm (CF). The model's total effects highlight where MCF-to-CF improvements can likely produce greatest impact pathways onto CF outcomes. A new Management-Consulting-Theory is presented. Management Consulting Theory exists current MCF competencies, and uses these to help create a collaborative suite of optimizable MCF-to-CF values and competitive intelligences capabilities. When suitably focused, this engaged system of MCF competencies, and its CF-absorbed MCF-to-CF capabilities enhancements, can jointly influence the enhancement of a CF sustainable business positioning - ideally one that remains adaptive, and also promotes an ongoing CF sustainable (competitive) business positioning.

**Keywords:** Management consulting theory, business competitiveness, knowledge management, structural path model, innovation and intelligence, digital transformation, sustainable business positioning.

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### INTRODUCTION

#### Management Consulting Firms (MCFs)

MCFs engage management consultants (MCs) to strategically transfer their relevant 'MCF expert' advice through to the client firm (CF). MCFs and their MCs through co-created new CF values deliverance processes provide business outcomes solutions (Bredbach & Maglio, 2016). The MCF-to-CF transfer aims to create a new competitive business positioning (Whittington, 2006; Srivivasan, 2014; McMakin & Fletcher, 2018) that can then meet ongoing global challenges (Jensen et al., 2010; Srivivasan, 2014; Noe et al., 2017).

This active MCF-to-CF engagement boundary also varies according to a CF's deliverance expertise, its formal project responsibilities, and its personal reputation, along with the stage-reached within the specific MCF-to-CF consultancy (Sandy & Wright, (2011). Thus, the role of MCFs and their MCs remains complex, engaging, theoretically-framed, and CF relationship intensive.

#### Research Agenda

MCFs and CFs continually migrate business models and the embedded applications towards consumer-demanding solutions (Chan, 2017). Hence, they pursue an enhanced sustainable competitive business positioning (Jedrak & Kruglik, 2015; Stefankova, et al., 2015; Dydak & Huff, 2016; Cavaleri & Shabana, 2018). Hence, this study's research question-asks:

"Can MCF-to-CF transference processes assist in delivering a sustainable (competitive) business positioning for the CF?"

### MCF DELIVERANCE FRAMEWORK

#### MCF-To-CF Pathway

MCs aim to enable and/or to add competitive intelligences and values capabilities to the CF's current business operations and its net competitiveness CF (Payne & Calton, 2002). Here, they engage strategies (managerial/customization skills-sets, knowledge, innovation, intellectual capital) selected to enhance the CF's operational capabilities and its ongoing business position (Brandon-Jones et al., 2016). Lun et al., (2016) shows as values, and CF effectiveness improve so does consumer loyalty, and ongoing sustainable business outcomes (Sánchez & Mitchell, 2017). The CFs with incentive to learn from external sources (such as a MCF) also arises under specific competitive knowledge learning conditions (Gazzola et al., 2011), and this can further promote a sustainable (competitive) business positioning (Sánchez & Mitchell, 2017). Figure 1 shows the relational pathway from MCF competencies, to MCF-to-CF Consultative, through to CF Absorbed Competitiveness.



Figure 1. MCF-to-CF Business Positioning Pathway

# Management Consulting Theory And Tools For Small Business Interventions

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## **Management Consulting Theory And Tools For Small Business Interventions:**

*Management Consulting* Stephen J. Porth, Michael Saltis, 1999-04-30 This book is written and designed with two distinct but in many ways related audiences in mind First and foremost it is written for the practicing consultant Research and specialized knowledge of small business consulting are scarce at a time when both the size and economic impact of the small business sector is growing and the demand for consulting services flourishes This book is designed to help consultants understand the needs of small businesses and to succeed in their small business interventions Practical experience based strategies and tools are described for use in the field In addition we have written the book for those who want to learn more about management consulting especially students This book may be used as a resource in management consulting project management and other experiential business courses These types of courses where students manage a project and interact with a live organization client are part of a growth market on college campuses as more business schools respond to the call to make their curricula real and practical

Management Consulting Projects Ronald Cook, Michael Harris, Dennis Barber III, 2021-08-23 This textbook provides students with an easy to use proven roadmap for completing a successful consulting project from start to finish Primarily designed for students who work as outside consultants on solving client problems and investigating potential opportunities the textbook s structure first explains the consulting process to students and then depicts it in a chronological flow using real life examples to demonstrate practical application Each section builds upon the previous one focusing on the development of critical thinking problem solving and communication skills for employability Now in its sixth edition this text has been fully revised to bring it up to date with the current business context and global environment including A major expansion of the tools and resources needed for students to conduct research on a client s situation A new final chapter that ties the overarching consulting process together and focuses on how the student should use this experience for their own professional development New examples of award winning projects to provide practical guidance Fresh material on the use of new technologies in the consulting process ethics and data management and remote working This well renowned model promotes a conceptual understanding of the consulting process and the interactions between and among students the team the client and the instructor Management Consulting Projects should be essential reading for experiential Business Consulting modules Small Business Management and Strategic Management at postgraduate and MBA level

**Small Business Sourcebook** ,2004 *Business, Religion, & Spirituality* Oliver F. Williams, 2003 Spirituality seems to be a basic human good essential for human flourishing This work raises questions about spirituality in the workplace What are the moral questions that should guide leaders Is spirituality being treated as simply an instrumental good valued for its usefulness in enhancing productivity and well being What are the responsibilities of business leaders Of business schools and their faculty This work reflects on these and other pertinent questions

*E-Commerce Adoption and Small Business in the Global Marketplace: Tools for Optimization* Thomas, Brychan, Simmons, Geoff, 2010-01-31

This book focuses on isolating what determines the adoption of e commerce applications that will optimize potential opportunities presented to small businesses through adoption Provided by publisher **Subject Guide to Books in Print**,1997 *Socio-Economic Approach to Management Treatise* Henri Savall,Veronique Zardet,2023-05-01 The result of half a century of research and experimentation in economics and management this Treatise is intended for management practitioners Socio economic management SEAM makes the demands of humanism in professional life and sustainable economic prosperity compatible It is illustrated with numerous cases from 2 150 companies and organizations from a wide variety of sectors and presents observed and measured results Most of these chapters are written jointly by managers or executives of companies and organizations and scholars or consultants involved in the pilot actions This book is the work of 193 authors from 16 countries and 4 continents practitioners or academics in management sciences and management This reflects the diversity of national and sectoral contexts of SEAM applications Some chapters situate this concept in relation to the major currents of current thought Each chapter is preceded by abstracts in French English and Spanish The prefaces signed by Herman Aguinis and Rene Ricol show the scope of socio economic theory and management beyond the borders of the company The book illustrates the international influence 48 countries of the innovative and robust methods created and developed by the ISEOR team Socio economic theory constitutes a breakthrough innovation both in terms of its conceptual contribution and the practical methods and tools of its applications This holistic approach touches on the different functions of the company and its multiple problems It provides a structured change management method focused on stimulating Human Potential and on self financing the development of the company or organization through the periodic recycling of hidden costs **Business Education and Ethics: Concepts, Methodologies, Tools, and Applications** Management Association, Information Resources,2017-07-13 In the increasingly competitive corporate sector organizational leaders must examine their current practices to ensure business success This can be accomplished by implementing effective educational initiatives and upholding proper ethical behavior Business Education and Ethics Concepts Methodologies Tools and Applications is a comprehensive source of academic knowledge that contains coverage on the latest learning and educational strategies for corporate environments as well as the role of ethics and integrity in day to day business endeavors Including a broad range of perspectives on topics such as globalization organizational justice and cyber ethics this multi volume book is ideally designed for managers practitioners students professionals and researchers actively involved in the corporate sector **The Emerald Handbook of Quantum Storytelling Consulting** David M. Boje,Mabel Sanchez,2018-12-10 This Handbook develops a practical understanding of the new quantum storytelling consulting paradigm providing case examples ways to enact practices and methods to conduct research into its impact and consequences It will be essential reading for all scholars and practitioners of story and narrative consulting **Strategy** Stewart R Clegg,Jochen Schweitzer,Andrea Whittle,Christos Pitelis,2019-11-30 Providing a fresh perspective on strategy from an organizational perspective through a

discursive approach featuring key theoretic tenets this text is also pragmatic and emphasizes the practices of strategy to encourage the reader to be open to a wider set of ideas with a little more relevance and with a cooler attitude towards the affordances of the digital world and the possibilities for strategy's futures. The key areas of Strategy take a critical stance in the new edition and also include areas less evident in conventional strategy texts such as not for profit organizations process theories globalization organizational politics and decision making as well as the futures of strategy.

**Books in Print**

**Supplement**, 2002 *Books In Print 2004-2005* Ed Bowker Staff, Staff Bowker, Ed, 2004 Transforming HR Mark Withers, Mark Williamson, Martin Reddington, 2010 Providing tried and tested methods for applying HR principles into the workflow this text also demonstrates how the appropriate use of technology and outsourcing can benefit the capability to provide high quality internal support.

Human Resource Management in the Sport and Leisure Industry Chris Wolsey, Sue Minten, Jeffrey Abrams, 2011-09-02 The sport and leisure sectors possess unique characteristics that pose particular challenges for managers and human resource professionals. The age profile of workers seasonality the pressure to achieve short term results media intrusion wide differences in pay between elite and community levels and the importance of competition and consumer fan behaviour all combine to set sport and leisure apart from mainstream business and management. Human Resource Management in the Sport and Leisure Industry is a comprehensive and accessible introduction to HRM in sport and leisure that examines these challenges in the context of organisational structure systems and individual and group behaviour encouraging the reader to develop a strategic approach to HRM and emphasising the importance of reflective professional practice. The book explores the full range of key issues themes and concepts in contemporary HRM including the labour market in sport and leisure personal skills in HRM recruitment and selection learning training and development evaluation and performance appraisal change management coaching and mentorship. Covering private public and voluntary contexts the book includes a wide range of examples and cases from the real world of sport and leisure management. Each chapter also includes highlighted definitions of key concepts review questions summaries and learning objectives to guide student learning and help managers develop their professional skills. Effective human resource management and development is essential for business success and this book is therefore important reading for any student or professional working in sport and leisure management.

*Managing and Organizations* Stewart R. Clegg, Tyrone S. Pitsis, Matthew Mount, 2021-10-20 Covering all the basics in organizational behaviour as well critically reflecting on the institutions and practices of business life the sixth edition of *Managing and Organizations: An Introduction to Theory and Practice* has been updated to include Cutting edge content on diversity and inclusion design thinking followership and deglobalization. New and updated In Practice boxes offering real world examples Engaging case studies such as How to start decolonising your business Power and empathy and How COVID 19 has changed university teaching. New Additional Resources in each chapter. This textbook is essential reading for anyone studying organizational behaviour at undergraduate

or postgraduate level A wealth of online resources for both students and lecturers including a fully revised Instructor's Manual PowerPoint slides and additional case studies are available via the companion website Stewart Clegg is Professor at the University of Stavanger Norway University of Sydney and Emeritus Professor at University of Technology Sydney Australia Tyrone S Pitsis is Professor of Strategy Technology Society at Durham University Business School Matt Mount is Assistant Professor of Strategy and Innovation at Deakin Business School Melbourne

**Consultants and Consulting Organizations Directory** Thomson Gale,2002-11

**Theory and Practice of the Triple Helix Model in Developing Countries** Mohammed Saad,Girma Zawdie,2011-02-25 Theory and Practice of Triple Helix Model in Developing Countries contributes to the expanding literature on triple helix innovation focusing on developing countries The book is based on practical cases and experiences from Africa Latin America and Asia Relevant experiences and best practices from developed countries are also examined The book is presented as a response to the growing awareness about the need for policy shift from the traditional technology transfer practice to a policy position that is capable of providing a sustainable basis for innovation and technological progress in developing countries The book explores the triple helix system of innovation based on the dynamics of the interactive relationships between government industry and universities in the creation dissemination and sharing of knowledge in developing countries A major point addressed by the book is the extent to which the triple helix system of relationships between university industry and government can enhance the effectiveness of universities in developing countries as agents of innovation industrialization and sustainable development

**Bulletin of the Atomic Scientists** ,1969-02 The Bulletin of the Atomic Scientists is the premier public resource on scientific and technological developments that impact global security Founded by Manhattan Project Scientists the Bulletin's iconic Doomsday Clock stimulates solutions for a safer world

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Managing Organizational Complexity Kurt A. Richardson,2005-06-01

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