

## **BFX-03-BCM-GCE3590 – Management Consulting Fundamentals**

### **Cross Elective – Spring 2026 Semester B**

#### **Course Information**

**Course Duration:** 15 weeks per academic calendar

**Credit Hours:** 4.0

**Class Timings:** TBD

**Class Room:** TBD

**Prerequisites:** Ability to read and critically analyze 10 to 15 pages of rich content every week. Students are expected to discuss and reflect on their learnings in the classroom.

**Equivalent Courses:** None

**Exclusive Courses:** N/A

#### **Instructor Information**

**Instructor:** Prof. Ram B. Ramachandran

**Biography:** Prof. Ram's focus is on imparting practical industry-relevant knowledge in interdisciplinary areas of strategic technology with Finance and Education. He also teaches cross-elective courses in Artificial Intelligence, Cybersecurity, Management Consulting and Entrepreneurship. He brings more than 35 years of industry experience to the classroom.

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**Office Hours:** Once a week by appointment

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## 1. Course Description

Management consulting is a \$350 billion industry globally in 2025 and is expected to grow to about \$450bn by 2030 globally representing a 4.5% CAGR. Asia-Pacific represents the fastest growth market according to Mordor Intelligence report. The same report presents that the Indian market to grow from \$8.3 billion in 2025 to \$15.25bn by 2030 representing a 12.91% CAGR.. One estimate says that between 500 and 600 high-value consulting contracts, worth \$250 million to \$300 million, are awarded every year by Indian companies, including 30 or 40 projects worth over \$2 million each. In India, the industry has grown at a 30% compounded annual growth. There are over 10,000 small and large consulting firms in India with over 60% of them concentrated in the metropolitan cities. The average starting salary of a management consultant is Rs. 17 Lakhs according to SalaryExpert in 2025 and this is expected to grow to about Rs. 22 Lakh by 2030. A Partner at one of the Big 4 companies, draws an annual starting salary of Rs. 1 Crore.

This is an experiential course exploring the profession of management consulting. This course is designed to initially provide an overview of the consulting profession with a subsequent emphasis on approach for handling consulting issues. Special emphasis will be based on understanding and analyzing business situations. This course will use several Harvard Business case studies to illustrate approaches and techniques adopted by organizations. Effort will be placed on developing proficiencies in a range of skills required to the practice of consulting. The course is relevant to those 1) who are specifically interested in consulting careers and / or 2) whose future jobs involve staff consulting or line management using consultants.

The overall objective of this course is to provide you with an overview the ‘world’ of general management consulting and to help you develop a basic understanding of that world and the skills and knowledge to be successful in it.

## 2. Instructional Coverage

- Fundamentals of Management Consulting practice
- Typical types and phases in a consulting Engagement
- Case Method – understanding how to read a case
- Writing a consulting proposal; Consulting project structure, timing and fees
- Case Analysis and expectations
- Skills and Joys of consulting

## 3. Course Intended Learning Objectives (Aim)

This course has been developed to provide students with interdisciplinary knowledge of the interplay between business problems, alternate solutions through critical thinking and teamwork. Students will gain the skills to apply different management frameworks to solving management issues or identifying opportunities relating to strategy, finance, operations, technology, marketing or other functions of business.

Course Intended Learning Outcomes	Teaching and Learning Activities	Assessments/ Activities
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LO1: Gain knowledge of management consulting practices	Lecture and Discussion	Quiz
LO2: Improve your ability to present analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.	Lecture and Discussion	Case Interviews
LO3: Prepare solutions to case studies utilizing acquired technical expertise and experience	Lecture and Discussion	Class Room Discussion
LO4: Prepare for case interviews	Lecture and Discussion	Case Interviews
LO5: Understand the factors and approach for effective teamwork	Lecture, Discussion and Debate	Group Presentation
LO6: Present ideas with clarity, in a logical sound approach	Lecture and Discussion and Debate	Group Presentation

### 3. Scheme of Evaluation and Grading Evaluation breakup

This is a continuous assessment course. Your understanding of the subject matter will be assessed on a scaffolding scale. This Learning assumes substantial and informed student participation. General discussion of theory and practice is encouraged and expected of all students. At a minimum, being informed requires class attendance, completion of assigned readings and homework, and attention to industry, technology and financial news and world events. Class attendance and thoughtful participation are important and will be reflected in part in the final grade. Please notify the instructor of an absence before the class.

The final grade for this Learning will be based on:

Component	Percentage Weight	Type	Date
Class Contribution	10%	Individual	Continuous
Quiz on consulting fundamentals	20%	Individual	Around Week 6
1:1 Case Interview	30%	Individual	Around Week 11
Group Project – Case Analysis, Solution Approach and Details	40%	Team	Around Week 14

Notes:

1. The grading is subject to change depending on the composition and timing of in person classes
2. All assignments and submissions are due before Friday 11:59pm, on the week of submission
3. Late submissions carry penalty marks, which will be decided at the time of allotting work
4. Format of submissions are specific and has to be adhered to – including flow, style, punctuations etc.

### ***Class Contribution (10%)***

The nature of this class requires active engagement in the class – bringing different perspectives and ideas. The class will be able to deliberate and debate on various techniques and options. The student is expected to come well-prepared with questions to trigger incisive dialog in the class. Students should demonstrate their enthusiasm and ability to understand the nuances of the consulting industry by engaging with guest speakers.

### ***Quiz on consulting fundamentals (20%)***

Students will be assessed on the basics of consulting, including skills, methods, activities, and structure of a consulting proposal. Quiz could contain a combination of multiple-choice and narrative/analysis types.

### ***Graded Component – 1:1 Case Interview (30%)***

Each Individual will be assigned a business case to study, analyze, and develop a solution to address specific issues faced by the organization. They will prepare for a 30-minute case interview leveraging the tools and methods taught in the class.

The student will be graded based on:

- Presentation of the Case (5)
- Questions Explored (5)
- Solutions Approach (10)
- Recommendations and Takeaways (5)
- Communication and Confidence (5)

### ***Graded Component – Group Project - Presentation (15%)***

Each group will be assigned a business case to study, analyze, and develop a solution to address the organization's specific issues.

The student will be graded based on:

- Proposal document flow and structure: 5 marks
- Structured Analysis: 5 marks
- Oral Presentation Impact: 5 marks

### ***Graded Component – Group Project – Written Report (25%)***

Students will be given a business case to study, analyze, and write a report in MS Word document on questions posed on the case.

- Structure, flow and format: 5 marks
- Problem Analysis: 5 marks
- Solution Details: 10 marks
- Implementation and Organization: 5 marks

### ***Grade Sheet***

The schema of the grading criteria may change. Students will be informed well in advance of any changes in the schema.

### **Grade Definition**

The schema of the grade sheet may change. Students will be informed well in advance of any changes in the schema of the grade sheet.

<b>Letter Grade</b>	<b>Percentage Of marks</b>	<b>Grade Value</b>	<b>Grade Definitions</b>
O	80 and above	8	Outstanding: Exceptional knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and extraordinary critical and analytical ability.
A+	75-79	7.5	Excellent: Sound knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and critical and analytical ability.
A	70-74	7	Very Good: Sound knowledge of the subject matter, excellent organizational capacity, ability to synthesize ideas, rules and principles, critically analyse existing material and originality in thinking and presentation.
A-	65-69	6	Good: Good understanding of the subject matter, ability to identify issues and provide balanced solutions to problems and good critical and analytical skills.
B+	60-64	5	Fair: Average understanding of the subject matter, limited ability to identify issues and provide solutions to problems and reasonable critical and analytical skills.
B	55-59	4	Acceptable: Adequate knowledge of the subject matter to go to the next level of the study and reasonable critical and analytical skills.
B-	50-54	3	Marginal: Limited knowledge of the subject matter and irrelevant use of materials, and poor critical and analytical skills.
P1	45-49	2	Pass 1: Pass with Basic understanding of the subject matter.
P2	40-44	1	Pass 2: Pass with Rudimentary understanding of the subject matter. (Not applicable to Bachelor of Architecture)

Letter Grade	Percentage Of marks	Grade Value	Grade Definitions
F	Below 40	0	Fail: Poor comprehension of the subject matter; poor critical and analytical skills and marginal use of the relevant materials. Will require repeating the course.
P	Pass		‘P’ represents the option of choosing between Pass/Fail grading system over the CGPA grading system in the COVID 19 semester in Spring 2020. The option is provided when students attain a minimum of 40 percentage marks under the current grading structure in a given subject.
I	Incomplete		Extenuating circumstances preventing the student from completing coursework assessment, or taking the examination; or where the Assessment Panel at its discretion assigns this grade. If an “I” grade is assigned, the Assessment Panel will suggest a schedule for the completion of work, or a supplementary examination.

#### 4. Academic Integrity

*Academic Honesty, Cheating, and Plagiarism.*

Learning and knowledge production of any kind is a collaborative process. Collaboration demands an ethical responsibility to acknowledge who we have learnt from, what we have learned, and how reading and learning from others have helped us shape our own ideas. Even our own ideas demand an acknowledgement of the sources and processes through which those ideas have emerged. Thus, all ideas must be supported by citations. All ideas borrowed from articles, books, journals, magazines, case laws, statutes, photographs, films, paintings, etc., in print or online, must be credited with the original source. If the source or inspiration of your idea is a friend, a casual chat, something that you overheard, or heard being discussed at a conference or in class, even they must be duly credited. If you paraphrase or directly quote from a web source in the examination, presentation or essays, the source must be acknowledged. The university has a framework to deal with cases of plagiarism. All form of plagiarism will be taken seriously by the University and prescribed sanctions will be imposed on those who commit plagiarism.

##### *Participation/Attendance Policy*

Students are expected to arrive on time. Attendance will be taken any time during the class. Students should also join the class by the end of the break period, which may change per lesson. Students need to maintain 75% attendance in the course to be eligible to be graded and ‘pass’ this course.

##### *Use of phone/ texting/ laptop*

1. In Person Classes use of Cell Phones: Mobile phones are to be switched off or in silent mode during lectures. Any misuse of this policy like using it for surfing or social networking or any activity like answering the phone or texting during lectures which is causing or may cause a distraction in the class will result in the student being not given

attendance for the class. Repeated transgressions will lead to FAILING grade in the course. Failure to follow this will result in obtaining a zero in the respective component.

2. Laptops and Similar Gadgets: As directed.

## 5. Keyword Syllabus

Consulting, Frameworks, Management Toolkit, Problem Solving, Case Study, Case Method

## 6. Course Material

- Block, Peter. Flawless Consulting, latest edition. University Associates, La Jolla.
- Greiner, Larry E. and Poulfelt, Flemming. Management Consulting Today and Tomorrow- Perspectives and Advice from 27 Leading World Experts. Routledge Publishing. 2009/2010.
- Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Casebook. Routledge Publishing, 2009/2010.

## 7. Session Plan

Session topics	Lesson Objectives	Learning Objectives	Readings	Activities/ Assignments
<b>Lesson 1</b>				
Introduction to the course	Understand the course plan, techniques, and the purpose of the course. Understand the fundamentals of management consulting practice and the types of firms	LO1		Lecture and Discussion
<b>Lesson 2</b>				
Understanding Advisory and Consulting	Understand the core of consulting demands and problem-solving	LO1	<ul style="list-style-type: none"> <li>• Bank Luke Case</li> <li>• Penn &amp; Teller</li> </ul>	Mini Case Discussion
<b>Lesson 3</b>				
Anatomy and Psychology of Consulting	Understand the skills required to be a successful consultant in the context of a client's needs and demands.	LO2	<ul style="list-style-type: none"> <li>• <a href="https://www.brightnetwork.co.uk/career-path-guides/consulting/eleven-key-skills-consulting-firms-look/">https://www.brightnetwork.co.uk/career-path-guides/consulting/eleven-key-skills-consulting-firms-look/</a></li> <li>• <a href="https://www.predictiveindex.com/blog/consulting-skills-competencies/">https://www.predictiveindex.com/blog/consulting-skills-competencies/</a></li> </ul>	Class Discussion
<b>Lesson 4</b>				

Phases in a consulting engagement	Understand the different phases of a consulting engagement. Understand the key activities that a consultant performs, the outcomes, and the relationship model will perform.	LO3	<ul style="list-style-type: none"> <li>• <a href="https://consultantfoundation.com/consulting-engagement-process/">https://consultantfoundation.com/consulting-engagement-process/</a></li> <li>• <a href="https://www.weartheincrowd.com/5-steps-of-business-management-consulting/">https://www.weartheincrowd.com/5-steps-of-business-management-consulting/</a></li> </ul>	Class Discussion
<b>Lesson 5</b>				
Case Method	Understand concepts of case method and how case method works  Team Assignment	LO3, LO4	<ul style="list-style-type: none"> <li>• <a href="#">A Note on Case Learning</a></li> <li>• <a href="https://www.youtube.com/watch?v=Zp70pCiqcwK">https://www.youtube.com/watch?v=Zp70pCiqcwK</a></li> <li>• <a href="https://www.youtube.com/watch?v=fuys5fWCxJM">https://www.youtube.com/watch?v=fuys5fWCxJM</a></li> </ul>	Class Discussion
<b>Lesson 6</b>				
Case Method (Contd.)	Understand concepts of case method and how case method works	LO3, LO4	Cases: <ul style="list-style-type: none"> <li>• Blue Bird Group Transportation Partner</li> <li>• Infosys: What if she is your daughter?</li> <li>• MyBabyFood</li> </ul>	Class Discussion
<b>Lesson 7</b>				
Case Method (Contd.)	Understand concepts of case method and how case method works	LO3, LO4	Cases: <ul style="list-style-type: none"> <li>• Blue Bird Group Transportation Partner</li> <li>• Infosys: What if she is your daughter?</li> <li>• MyBabyFood</li> </ul>	Class Discussion
<b>Lesson 8</b>				
Writing a Consulting Proposal	Understand the elements of a management consultant proposal.	LO3	<ul style="list-style-type: none"> <li>• <a href="https://blog.pandadoc.com/the-key-components-of-a-winning-proposal/">https://blog.pandadoc.com/the-key-components-of-a-winning-proposal/</a></li> <li>• <a href="https://www.forbes.com/sites/leliagowland/2018/09/10/how-to-scope-a-consulting-project-in-4-steps/?sh=6d021df944d1">https://www.forbes.com/sites/leliagowland/2018/09/10/how-to-scope-a-consulting-project-in-4-steps/?sh=6d021df944d1</a></li> </ul>	Videos, Discussion
<b>Lesson 9</b>				
Back of the Envelope Interview Questions	Understand how to crack consulting interview questions that require 'back of the envelope' calculations.  Making Appropriate Assumptions	LO2	None	Simulated Team Assignments
<b>Lesson 10</b>				
Back of the Envelope Interview Questions (Contd.)	Practice Sessions	LO2	None	Simulated Team Assignments



<b>Lesson 11</b>				
Quiz	Review of learning through Lesson 10	<b>LO3</b>	Lesson 1 to 10 Notes and other reading materials	Quiz
<b>Lesson 12</b>				
Consulting in Practice	<ul style="list-style-type: none"> <li>Applying the learnings in real-life situations</li> <li>Adapting to interview clients</li> <li>Asking structured open-ended questions</li> <li>Dealing with clients unwilling to share information</li> </ul>	<b>LO4</b>	None	Class Discussion
<b>Lesson 13</b>				
Key Management Frameworks & Tools	<p>Understand commonly used tools and techniques used by management consultants in different scenarios.</p> <p>Understand 10 different Frameworks across strategy, marketing, finance, and other functions using caselets</p>	<b>LO4</b>	<ul style="list-style-type: none"> <li><a href="https://media.bain.com/Images/BAIN_BOOK_Management_Tools_2017.pdf">https://media.bain.com/Images/BAIN_BOOK_Management_Tools_2017.pdf</a></li> <li><a href="http://www.streetofwalls.com/finance-training-courses/consulting-case-study-training/consulting-case-study-101-frameworks/">http://www.streetofwalls.com/finance-training-courses/consulting-case-study-training/consulting-case-study-101-frameworks/</a></li> </ul>	Lecture and Class Discussion
<b>Lesson 14</b>				
Key Management Frameworks & Tools	<p>Understand commonly used tools and techniques used by management consultants in different scenarios.</p> <p>Understand 10 different Frameworks across strategy, marketing, finance, and other functions</p>	<b>LO4</b>		Lecture and Class Discussion
<b>Lesson 15</b>				
Key Management Frameworks & Tools	<p>Understand commonly used tools and techniques used by management consultants in different scenarios.</p> <p>Understand 10 different Frameworks across strategy, marketing, finance, and other functions</p>	<b>LO4</b>		Lecture and Class Discussion
<b>Lesson 16</b>				
Key Management Frameworks & Tools	<p>Understand commonly used tools and techniques used by management consultants in different scenarios.</p> <p>Understand 10 different Frameworks across strategy,</p>	<b>LO4</b>		Lecture and Class Discussion

	marketing, finance, and other functions			
<b>Lesson 17</b>				
“A Day in the life of...” a Management Consultant	Understand how global management consulting companies hire, the process they go through to engage with clients and a ‘Day in the life’ of a management consultant.	<b>LO2</b>	TBD  <b>Individual Case Interview, cases distributed</b>	Guest Lecture
<b>Lesson 18</b>				
Mock Case Interview	Understand the techniques and approaches to making powerful case interview	<b>LO4</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=7fj2oi_Hxq8">https://www.youtube.com/watch?v=7fj2oi_Hxq8</a></li> <li>• <a href="https://www.youtube.com/watch?v=YI5aMHKOzIA">https://www.youtube.com/watch?v=YI5aMHKOzIA</a></li> </ul> Pre-read cases; Individual Cases Interviews Assigned	Videos Role Play
<b>Lesson 19</b>				
Making Client Presentations	Understand defined techniques for making powerful Client Presentations	<b>LO5</b>		Class Discussion
<b>Lesson 20</b>				
Case Interviews	Apply the lessons learnt through management framework and case interviews in an assessment mode	<b>LO5</b>	This class will be spread over multiple days	Case Interviews
<b>Lesson 21</b>				
Case Interviews	Apply the lessons learnt through management framework and case interviews in an assessment mode	<b>LO5</b>	This class will be spread over multiple days	Case Interviews
<b>Lesson 22</b>				
Group Case	Diagnose the group case for your team. Identify the stakeholders, problems, analysis of problems and potential framework to be used.	<b>LO5, LO6</b>	Case Assigned to each team	Teamwork
<b>Lesson 23</b>				
Additional Frameworks and Methods	Understand other techniques and methods used in management Consulting	<b>LO3</b>	<ul style="list-style-type: none"> <li>• <a href="https://mark-bridges.medium.com/the-top-101-consulting-frameworks-with-summaries-f276dbc4b31">https://mark-bridges.medium.com/the-top-101-consulting-frameworks-with-summaries-f276dbc4b31</a></li> <li>• <a href="https://fourweekmba.com/consulting-frameworks/">https://fourweekmba.com/consulting-frameworks/</a></li> </ul>	Lecture and Discussion
<b>Lesson 24</b>				

Additional Frameworks and Methods (contd.)	Understand other techniques and methods used in management Consulting	LO3	<ul style="list-style-type: none"> <li>• <a href="https://mark-bridges.medium.com/the-top-101-consulting-frameworks-with-summaries-f276dbc4b31">https://mark-bridges.medium.com/the-top-101-consulting-frameworks-with-summaries-f276dbc4b31</a></li> <li>• <a href="https://fourweekmba.com/consulting-frameworks/">https://fourweekmba.com/consulting-frameworks/</a></li> </ul>	Lecture and Discussion
<b>Lesson 25</b>				
Draft Group Business Case Presentation	<ul style="list-style-type: none"> <li>• Teamwork</li> <li>• Written and Oral Presentation</li> <li>• Business Case Analysis</li> <li>• Ability to think critically and identify options</li> </ul>	LO5, LO6	<ul style="list-style-type: none"> <li>• Each team will present their preliminary findings of the case</li> </ul>	Class Presentation
<b>Lesson 26</b>				
Lessons Learnt	<ul style="list-style-type: none"> <li>• Self-Reflection</li> <li>• Understand areas of learning</li> <li>• Understand areas of demonstrated self and team improvement</li> <li>• Explore areas that needs to be worked on</li> </ul>	LO3		Teamwork and Class Discussion
<b>Lesson 27</b>				
Joys of Consulting	Understand the perks and joys of becoming a consultant;	LO1 – LO6	None	Lecture and Discussion
<b>Lesson 28</b>				
Course Review	Review the Course Objectives and learnings	LO1 – LO6	None	Lecture and Discussion
<b>Lesson 29 and 30</b>				
Group Business Case Presentation		LO5, LO6		Group Case Presentation

The two last classes will be combined on Saturday for a combined group presentation.