**Course Syllabus**

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| Title of the course | **International Consulting** |
| Title of the Academic Programme  | Minor “International Business” |
| Type of the course  | Elective. Course is available to international students |
| Prerequisites | No |
| ECTS workload | 5 |
| Total indicative study hours | Directed Study | Self-directed study  | Total |
| 60 | 130 | 190 |
| Course Overview | This is an elective course in the minor programme in International Business, designed as introduction for the 2nd year students to the theory and practice of the international consulting. The overall objective of the course is to discuss and analyze international consulting and to develop the students' life skills in the field of consultants’ activities.The course addresses consulting services of a wide range.The course is designed to provide students with a set of theoretical and applied knowledge about the basics of consulting and the world practice of consulting services.International consulting is of great importance for a highly competitive market in the conditions of problems and challenges that can be caused by both external and internal circumstances on local and global markets.Career perspectives in international consulting could be interesting for smart and hardworking students. |
| Intended Learning Outcomes (ILO) | Upon the completion of the course the student is supposed to know:* the basic terms and principals of international consulting theory;
* the main current trends and processes in international consulting;
* the key legal and practical issues related to international consulting;
* to be familiar with consulting methodology

Upon the completion of the course the student is supposed * to be able to apply consulting methodology on practice;
* to be able to analyze consulting services from different theoretical perspectives and critically access them in relation to the current global trends and challenges;
* to be able to apply ethical understanding and perspective to business situations

 Upon the completion of the course, the student is supposed to gain skills (experience):* effective communication skills to business situations;
* skills of independent research work;
* skills of teamwork;
* increased skills in English language, including writing skills and oral presentations.
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| Teaching and Learning Methods | The Course includes a traditional lecture-segment (30 academic hours) and a student activity-segment (30 hours of tutorials). The course emphasis on developing students' analytical, critical and problem solving skills. The case studies will be used to illustrate key theoretical and practical aspects of international consulting. Guest lectures and master-classes from consulting industry representatives will be dedicated to particular consulting issues. |
| Content and Structure of the Course |
| **№** | **Topic / Course Chapter** | **Total** | **Directed Study** | **Self-directed Study** |
| **Lectures** | **Tutorials** |
| 1 | Introduction / International Consulting | 10 | 2 |  | 8 |
| 2 | Consulting services: types and classification | 10 | 2 |  | 8 |
| 3 | Consulting as a Profession | 10 | 2 |  | 8 |
| 4 | World consulting market | 10 | 2 |  | 8 |
| 5 | Innovative consulting: general definitions and main directions of development | 10 | 2 |  | 8 |
| 6 | Consulting Methodology | 50 | 10 | 10 | 30 |
| 7 | Practice of international consulting | 50 | 10 | 10 | 30 |
| 12 | International Consulting Case Studies | 40 |  | 10 | 30 |
| **Total study hours** | 190 | 30 | 30 | 130 |
| Indicative Assessment Methods and Strategy  | **Grading criteria for the team-based course –project:*** Appropriate layout:Accuracy, compliance according the requirements, presence of referencing within the work, presence of graphic elements
* Quality of content:Essential Content (presence of data for the Case solution, relevant resources, reliable data
* Quality of presentation:visualization (readability, layout, supportive, not distracting), arguments addressed
* Student’s contribution, originality: Individual student’s input, originality, findings
* Implementation schedule: The project should be submitted in time: for each day of delay - minus one point

**Grading criteria for classroom activities’ assessment:*** Knowledge of the material
* Ability to communicate the material
* Ability to complement the answers
* Ability to ask important questions and to formulate the problem

**Grading criteria for the final written exam**

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| --- | --- |
| Number of right answers | Credited |
| 36-40 | 10 |
| 31-35 | 9 |
| 26-30 | 8 |
| 21-25 | 7 |
| 16-20 | 6 |
| 11-15 | 5 |
| 7-10 | 4 |
| 5-6 | 3 |
| 3-4 | 2 |
| 1-2 | 1 |

**Course grading includes:****I. Accumulated Assessment (60%):** * Homework (team-based project)(40%),
* class activities (module 3), including case analyses, teamwork, presentations, assignments, etc.(30%)
* class activities (module 4), including case analyses, teamwork, presentations, assignments, etc. (30%)

**О accum. = 0,3· О class3+ 0,3· О class4 +0,4·Оproject**During the 3rd - 4th modules students will fulfil home task - develop team-based consulting projectGrades should reflect student performance during the course implementation. Within the topics, grades shall be determined and recorded using forms of home assignment, teamwork, case study analyses, class participation, course project and final exam. Based on exceptional activity “beyond expectations” in the class, students could be rewarded with additional points.**II. Final assessment (40%) - written examination**Final exam will be conducted in the written form - multiple-choice test. The test is based upon the lectures’ and seminars’ material. It includes40 questions with 4 possible answers. **О final = 0,4·О exam + 0,6·О accum.*** Credited – 4-10 points (on 10 point scale)
* Failure – 0-3 points (on 10 point scale)

For final assessment: * Excellent – 8-10 points (on 10 point scale)
* Good – 6-7 points (on 10 point scale)
* Satisfactory – 4-5 points (on 10 point scale)
* Failure – 0-3 points (on 10 point scale)

The duration of the final test is 60 minutes (40 multiple-choice questions). Students whose accumulated intermediate assessment is 8 – 10 points are not required to pass final exam. In this case, the accumulated grade (O accum.) could be counted as the final grade (O final) upon the student’s decision. The rounding method of examination and the resulting estimates: arithmetic. |
| Readings / Indicative Learning Resources | Mandatory Block, Peter (2011) Flawless Consulting, Enhanced Edition : A Guide to Getting Your Expertise Used. San Francisco : Pfeiffer. 3rd Edition<http://proxylibrary.hse.ru:2099/toc.aspx?bookid=41041>Optional1. Hennequin, Emilie. Career transition consultants’ perceived roles.*Career Development International* Volume: 22 Issue 6 (2017)

<http://proxylibrary.hse.ru:2100/doi/pdfplus/10.1108/CDI-09-2016-0156>1. Jack J. Philips, William D. Trotter and Patricia Pulliam Phillips (2015) Maximizing the Value of Consulting: A Guide for Internal and External Consultants. John Wiley & Sons

<http://proxylibrary.hse.ru:2099/toc.aspx?bookid=82482>1. Dana Gaines Robinson, James C. Robinson, Jack J. Phillips, Patricia Pulliam Phillips and Dick Handshaw (2015). Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results, 3rd Edition. Berrett-Koehler Publishers

<http://proxylibrary.hse.ru:2099/toc.aspx?bookid=78489>Dictionaries, Encyclopedias1. A Dictionary of Business and Management (2009), edited by Law, Jonathan, 5th ed. Oxford University Press.

<http://proxylibrary.hse.ru:2346/view/10.1093/acref/9780199234899.001.0001/acref-9780199234899>1. The Oxford Handbook of International Business (2009), edited by Alan M. Rugman, 2nd ed. Oxford University Press. <http://proxylibrary.hse.ru:2258/view/10.1093/oxfordhb/9780199234257.001.0001/oxfordhb-9780199234257>
2. The Oxford Handbook of the Political Economy of International Trade (2015), edited by Martin, Lisa L.Oxford University Press. <http://proxylibrary.hse.ru:2258/view/10.1093/oxfordhb/9780199981755.001.0001/oxfordhb-9780199981755>
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| Academic Support for the Course | Academic support for the course is provided via LMS, where students can find: guidelines and recommendations for doing the course; guidelines and recommendations for self-study; samples. Therefore, all students must be able to access this system.Electronic resources of HSE – <http://library.spb.hse.ru/el_resources>If necessary, it is recommended to address the instructor through e-mail. The instructor will respond to all emails within one or two working days. If the student does not receive a response within one working day, the instructor did not receive the email and the student is strongly advised to send email again. |
| Facilities, Equipment and Software | Projector/screen/computer are required during the lectures and the seminars |
| Course Instructor | Tatiana Yu. Grishchenko, Assoc.Prof,, Cand.Sc. (Econ) |