

Chapter Two

Why Is this Chapter Important?

Whereas chapter one provides the historical context of the book, chapter two opens up the academic criticism of the industry. The opening mini case study 2.1 demonstrates the wide societal impact of consulting, such as in this case simulating the HIV/AIDS epidemic in India. Management consultancy is then clearly defined and then the remaining chapter investigates this definition. Adding value to the client is then examined in depth. This involves highlighting insights from the MCA. It also uses the Johari window to explore the value added from consultancy and how it may operate. A critical review of the industry is also offered. This covers topics such as impression management and fashion theory highlighting the leading authors in this field. What it is like to work as a consultant is also highlighted. This highlights the precarious nature of consultancy in terms of my own research in the temporary worker field and also by leading academics such as Costas and Fleming (2009) and Sturdy et al., (2009).

Supplementary material and further case studies

Although much of the material available in chapter two can be best found through books. There are still quite a few case studies showing how consultancies may add value and articles on the debate of impression management, and management rhetoric.

Web link	Comment
http://www.deloitte.com/assets/Dcom-UnitedKingdom/Local%20Assets/Documents/Services/Consulting/UK_C_LinkingCultureandStrategyToImprovePerformance.pdf	An interesting case study relating to chapter two that shows how Deloitte changed behaviour at T-mobile linking culture to strategy.
http://www.beachstone.net/bsa_casestudy_2.htm	A case study demonstrating adding value
http://www.bain.com/bainweb/popup_stockprice.asp	Bain has an interesting view of adding value to clients as shown in this claim
http://www.youtube.com/user/deloittevideo#p/c/22F95619EF1C3766/9/F_sxK8Kjx78	Interesting clip about working at Deloitte giving an impression of the joys of working in the industry
http://www.careers-in-business.com/consulting/hendnote.htm	A note to new consultants from Bruce Henderson, Founder of Boston Consulting Group in the 1970s
http://www.businessballs.com/johariwindowmodel.htm	Further information about the Johari window
http://books.google.co.uk/books?hl=en&lr=&id=2iRY4HLtjelC&oi=fnd&pg=PA89&dq=%22adding+value%22+management+consultancies&ots=KA-h1A1jt1&sig=7_NJq5xqsTLcE2K27-ovrxRzYP0#v=onepage&q=&f=false	Web page part of an online book, that shows how the Johari window does apply to organizations and how consultancy can add value
http://www.valueadded.ie/	Consultancies, such as this one in Ireland, recognise the importance of adding value to clients
http://www.avc-group.de/	Another consultancy with a name to reflect what it does

Web link	Comment
http://www.plunkettresearch.com/Industries/Consulting/ConsultingTrends/tabid/178/Default.aspx	Introduction to consulting by Consulting Trends
http://knowledge.smu.edu.sg/article.cfm?articleid=1033	McKinsey's Ian Davis examines what adding value truly means
http://www.youtube.com/watch?v=w0PO1eSqm7E	Very tongue-in-cheek look at life as a consultant for the students (don't open if singing off-tune offends you)