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Estimating
Manual*

Commonwealth of Massachusetts
Division of Capital Asset Management

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manage and grow your business. A business plan is just as important for a service business as for a productbased enterprise; perhaps even more so. A personal selling strategy needs to be in place, including details of billing and contracting, before you begin, or at least get in too far. I initially thought the author was extremely hardsell, but to be successful longterm, confidence and forethought are essential.<http://www.newyorktamilsangam.org/asuserfiles/99-3303-manual.xml>

Competition is fierce in many fields, and you need to get and keep your slice of the target market pie. As I read further, reality set in, and this book is reality and experiencebased. Be honest, and go for winwin situations; you are in business to make money by providing honest, consistent, quality customer service. The last few chapters, particularly the chapter on ethics, provide nice segue to perhaps another book. For the money, this is a good survival manual from the consultants point of view for a beginner or a professional already in the field. Its an easy read meshing the marketing and business principles youll need to supplement your given areas of expertise.It was highly recommended by my colleagues and friends. I would pass that recommendation on to anyone who is in the process of setting up a consulting business. This is to be used as a summary of the chapter, as a review of the material covered, and as a basis for testing during training sessions. It assists its members and partners by providing loans, technical assistance, grants, and equity investments to promote social and economic development. We provide a wide array of financial products and technical assistance, and we help countries share and apply innovative knowledge and solutions to the challenges they face. Data and research help us understand these challenges and set priorities, share knowledge of what works, and measure progress. Therefore, it is not an exaggeration to say that what we at Grace Technology endeavor to do through our manual consulting service is to reform the systems of our customers. We also communicate through discussions. We use log analysis of inquiries from product users to analyze manuals from various perspectives. We investigate whether manuals are compatible with safety standards such as CE and SEMI, which can affect product shipment if not met. Trial production not only reveals our production ability, but also allows you to see how we communicate.

At this time, we also create the ideal logical composition of the manual for establishing a manual database in the future. Configuring a logical table of contents ensures there will be no missing information, and breaking down the manual into parts helps reduce costs. A style guide helps not just to unify the contents of one manual, but also ensures that consistent terms and expressions are used in the manuals written for other product lineups as well. The way the manual is provided not only affects the usability and the manhours needed for manual management, but also affects the brand power of the product. We will configure the optimal media and design based on the results of interviews conducted not only with the department in charge of the manual but also with product development and public relations departments. In addition, we will provide education for marketing departments and customer support to improve their work flow. For example, using emanual, you can introduce the following approval flow to prevent problems such as the shipping of unauthorized manuals. A visible product like a manual cannot be refined or improved by simply coming up with concepts and theories. Let us handle the preparation and organization of the layout and configuration in addition to production. We also make manuals about concepts and methods for creation and management. You do not need to worry. We will handle everything so that management and operation can be carried out by the person put in charge at any time without problems. Rather, we consider management within the current budget as our top priority. Would you like to change to the United States site This is a dummy description.This is a dummy description.This is a dummy description.This is a dummy description.No matter how expert your advice or impressive your credentials.

Positioning your firm, giving it a name, targeting your market, establishing a sales culture, maintaining topflight customer service, cash flow, billing, and fee setting.Should You Enter the

Consulting Business. The Business Plan. Defining the Business. Developing a Company Identity. Planning Your Company's Finances. IMPLEMENTATION. Building Awareness of Your Business Direct Methods. Building Awareness of Your Business Indirect Methods. Developing a Brochure. Selling Your Consulting Services. The Consulting Proposal. Handling Objections. Service in a Consulting Business. The Ethics of the Consulting Business. Index. By continuing to use our website, you are agreeing to our use of cookies. You can change your cookie settings at any time. Find out more Under the terms of the licence agreement, an individual user may print out a PDF of a single chapter of a title in Oxford Handbooks Online for personal use for details see Privacy Policy and Legal Notice .It notes that research on management consultancy is an interdisciplinary effort and can help identify some crucial issues that have surrounded social science for the past half decade. It then addresses the ambiguity of the definition of management consultancy and the importance of management consultants. It then presents a chronological overview of research publications on the management consulting industry. The rest of the article summarizes work on management consulting. Many major decisions in a wide range of organizations and sectors are made with the assistance of management consultants. The impact of their advice is hard to avoid. Indeed, whether we are aware of it or not, many of us will have experienced the outcome of some kind of consultancy-led initiative or programme. It is, we will argue later, this sense of influence and power, combined with concerns in relation to their accountability, that has heightened the profile of management consulting in the academic literature and made it a thriving area of research.

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This volume brings together contributions from leading scholars to provide a comprehensive and authoritative overview of the extant literature on management consulting. This Handbook is therefore designed to present the full range of research and thinking on management consulting, dispersed amongst different disciplines, subdisciplines, and conceptual approaches. Each chapter reviews and critically reflects upon the existing research on a specific topic or theme before identifying potentially productive avenues for future research. Individually, they demonstrate the diversity of conceptual and empirical approaches and relate these to one another so that overlaps, parallel concerns, and areas of synergy are identified. Collectively, the range of topics covered demonstrates that although there is a fast expanding and rich body of research on management consulting itself, it has also been used as an illustration by scholars working in a number of disciplines to provide an example to broader These issues include the shifting nature of organizations, the rise of management, the nature of knowledge, professions, fashion, and the postindustrial economy. These chapters not only provide an unrivaled insight into management consulting as an activity but also enable readers to develop their broader knowledge and become better informed and more rounded social scientists. As will be discussed at various points in this volume, definitions of management consultancy are problematic because the permeable boundaries of the industry have resulted in significant shifts over time in the composition of the industry. This means that what comprises consulting work is dynamic, ever shifting, and contested as new firms enter the industry and techniques deemed formerly appropriate, change. However, many definitions of management consulting derive from industry bodies that have an interest in presenting the activity in a very positive light.

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As a number of the chapters in this volume demonstrate, the nature of consulting knowledge and the degree to which it has been able to professionalize are vigorously debated issues in the literature Kipping and Wright, Chapter 8; Kirkpatrick, Muzio, and Ackroyd, Chapter 9; Werr, Chapter 12; Morris, Gardner, and Anand, Chapter 14; Jung and Kieser, Chapter 16; Nikolova and Deviney, Chapter 19 . In a later section this Introduction will discuss the rise of consulting, but it is important to note here that it is perhaps this chimeral ability to avoid precise definition and to be able to

constantly reinvent its core services to meet ever changing understandings of the problems that beset contemporary organizations, which partly underpins its growing economic importance. As an industry, management consulting has proved very adaptable, as it has sought to sustain demand for its services in a context that, occasionally, radically alters. In terms of structure, the first section of this introductory chapter details the merits of management consulting as a research topic, highlighting three reasons why it The subsequent section will provide a chronological overview of the evolution of research on management consulting for earlier reviews, see Armenakis and Burdgy 1988; Mohe and Seidl 2009 . It will show that interest in the industry was originally limited, mainly confined to the business and even general press as well as a few investigative journalists, but that this interest accelerated in the 1950s and reached a first high point in the late 1960s with the publication of a small number of influential books. From the mid1970s attention grew and diversified, with research involving, in addition to journalists, consultants themselves and academics from a variety of backgrounds. Academic research in particular, but also more popular accounts of management consulting, have exploded since the 1990s, following on from the unprecedented growth and visibility of the industry.

The final section of this Introduction will briefly explain how this Handbook has chosen to present the current stateoftheart thinking in academic research as well as promising avenues for its future development. 1.1 Assessing the Importance of Management Consultants Today, consultants are ubiquitous in the business world even beyond their advisory role. They frequently pop up when one leafs through business magazines, attends business events, or checks the shelves of bookstores or billboards at airports. There is hardly an issue of any leading business magazine that does not have an article referring to management consulting firms or individual celebrity consultants and management gurus. Consequently, there seems little doubt that consultants are highly visible. However, what are the reasons for their importance and do they merit being the focus of sustained research. In the following three sections we explore different potential answers to these questions. Management consulting has indeed become an important economic activity. Since its boundaries are not well delineated and shift over time, it is notoriously difficult to obtain any accurate statistics on the size of the management consulting market, globally or for different countries, regions, and sectors. Estimates tend to be provided by industry groups, such as the European Federation of Management Consultancies Associations FEACO—Federation Europeenne des Associations de Conseils en Organisation, or industry experts, such as Kennedy Consulting Research. One should take all of these data as, at best, providing an order of magnitude, which will vary widely depending on what is included, given the vague boundaries between business and IT consulting and even outsourcing and with much of the market dominated by individual practitioners and small firms see Faulconbridge and Jones, Chapter 11, this volume; Keeble and Schwalbach 1995 .

Nor do these estimates take into account the size of internal consultancy activities, which have attracted attention only very recently see, e.g., Wright 2009; Sturdy and Wright 2011 . Nevertheless, not all of its activities can probably be counted as management consulting. This growth has at least partially contributed to a surge in academic interest from the 1990s onwards see below. The recent rise of management consulting as an economic activity becomes even more pronounced when comparing the current industry size to the late 1950s, when the first more comprehensive market and firm data were available Higdon 1969 21. At the time, the US was by far the largest market with estimated revenues for close to 2,000 consulting firms Throughout most of this period, therefore, consulting has grown faster than the economies of many Western nations, partially by expanding globally Kipping 1999 . The leading firms in terms of revenue also grew much bigger. Today's firms are significantly bigger in absolute terms but do not seem to have increased their market share. Some of the market leaders in the 1960s actually have a lower share today. This suggests that the market might have undergone some structural change since the 1950s as consulting has been both absorbed and appropriated by other occupational groups for more details, see Kipping 2002;

McDougald and Greenwood, Chapter 5; Galal, Richter, and Wendlandt, Chapter 6; both this volume. However, while the overall size in terms of markets and firm revenues is important, it is still small when compared to many other industries. This might explain why little of the extant research examines the industry structure or competition among the incumbent firms, or changes among those firms e.g. through exit and entry. Neither have there been traditional strategy studies, based, for example, on Porters 1980 Five Forces framework.

Much of this has to do with the lack of statistical data on the industry and their lack of reliability, arising from the already mentioned blurred and fluid boundaries. The industry has a very fragmented nature, with highly visible and increasingly large professional service providers operating alongside a myriad of smaller niche firms and a plethora of individual consultants. But it also shows that, as a business, According to FEACO 2010 9, for instance, management consulting accounted for an estimated 0.7 per cent of European GDP in 2010 up from 0.24 per cent in 1998 and 0.53 per cent in 2000. Other reasons, therefore, seem to better account for the broad interest it has received over recent decades. 1.1.2 The Human Element in Consulting One of the reasons for the attention paid to management consulting can be found in the human resources it employs. Ruef 2002 has traced the rise of management consulting as an employer for a large business school in the western US between 1933 and 1997, showing that their share increased from a meagre 2 per cent in the mid 1940s to just under one quarter of all graduates by the 1990s. In general, management consultancies developed a complex—often complementary, sometimes competitive—relationship with business schools for details see David, Chapter 4; Engwall, Chapter 18; both this volume. Indeed, the major source of new talent in the largest consulting firms consists of recruits fresh out of undergraduate programmes. For example, in the late 1990s, according to the managing director of Andersen Consulting, now Accenture, the company received 3 million applications per year worldwide Films of Record 1999 . While an astonishing number at first sight, it is less surprising when considering both the attraction of undergraduates to the industry and the size of Andersen Consulting, which had grown to over 70,000 employees by 2000 accessed 7 June 2011.

In addition, there is significant turnover among consulting staff due, on the one hand, to the consultancys uporout policies and, on the other, the possible recognition among employees that the job is not so glamorous after all, given, among other issues, the long hours, extensive travel, and, for junior consultants, limited client exposure Alvesson, Chapter 15, this volume; Armbruster 2006 . The term was apparently first coined by Peter Drucker in his 1959 book *The Landmarks of Tomorrow*. A number of futurologists such as Alvin Toffler 1971 and Daniel Bell 1973 noted the macroeconomic shift from manufacturing to services in many advanced Western Critical to these economic and social changes was the emerging prominence of a host of knowledge occupations such as accounting, law, IT services, employment agencies, and management consulting. But knowledge was not the only area where consultants were considered to be exemplary, even trendsetting. Consultants were not included in the original academic research and debates on professionalism and professional occupations e.g. Larson 1977; Abbott 1988 , in part because of the lack of awareness of their activities but also because they had not reached formal professional status McKenna 2006 . However, they became more interesting as a result of changes observed in traditional professions, such as accounting and law, which gradually loosened their previous professional obligations and drifted towards a new type of organization, the professional service firm PSF.

Much of this research ultimately focused on the traditional professions, namely accounting and law, but some researchers began to examine the case of consulting, where PSFs had predated external professions, and therefore never let the latter develop fully, while looser associations between consulting and professionalism—often in purely discursive form—continued to persist Gross and Kieser 2006; Leicht and Lyman 2006; Kipping 2011; Muzio, Kirkpatrick, and Kipping 2011 . Nevertheless, for consulting, much of the discussion centred around the reasons why consultants

had failed to develop a professional status in the first place Kirkpatrick, Muzio, and Ackroyd, Chapter 9, this volume. This was another issue in which consultants were somewhat more central in the research interest. Indeed, they are frequently portrayed as shadowy figures operating in the background but exercising considerable influence. This has clearly been the most important reason for the interest shown towards them both in the business press and academic research, since their influence by far exceeds their importance both in terms of size of economic activity and employment. As research has shown, their influence has been widespread. Their impact has not only been exerted through the advice they have sold, but also, if not more importantly, through their more general pronouncements on major issues such as regulation or health care Kipping and Wright, Chapter 8, this volume, and even the future of capitalism Barton 2011 , and, last but not least, through former consultants occupying leading positions in business, politics, and society Kipping 2012 . Their influence is not only recent. Some of the earliest and most detailed studies of how consultants tried to change organizations—and frequently encountered resistance in doing so—cover this period.

There is, in particular, the book by Aitken 1960 , examining the failed introduction of scientific management methods at the US government arsenal in Watertown in the early twentieth century, which even led to a congressional investigation providing, in turn, much of the material for the study. At that time, the US Congress also invited wellknown consultants to give their opinion on important economic issues, for example, the regulation of rates for railway companies Quigel 1992 . Some of them, most prominently Frederick Taylor, also gave occasional lectures at the newly founded business schools, in his case, Harvard Engwall, Chapter 18, this volume. In terms of the actual impact of consultants, the literature is—probably not surprisingly—divided. The extent and effect of this impact has been one of the major issues debated vigorously in both the popular and academic literature. Many of the studies mentioned above have highlighted the resistance of those concerned, in these cases the workers, against the organizational changes introduced, mostly concerning the introduction of There are very few studies that actually claim, based on empirical evidence, that consultants have done harm to the organizations they advise. There are, however, a number of cases discussed by journalists and based on court documents, where clients have alleged that the consultants did not deliver the results they promised and, in one case, were even accused of having caused the companys bankruptcy see O'Shea and Madigan 1997 . It should be noted that all of these cases were eventually settled out of court and that O'Shea and Madigan 1997 also discuss cases where the consultants, supposedly, had a positive influence. On the other hand, there are a number of authors, many of them action researchers, who highlight the positive effect of their own work and the work of other organizational development consultants see below; also Trahair and Bruce, Chapter 3, this volume.

Indeed, as Fincham and Clark 2002 point out, many of the key authors in organizational development were reflecting on and describing their own practice. It is unsurprising that they present such a positive picture of the consulting process and its potential benefits to clients. The majority of the literature, however, remains rather neutral or uncertain when it comes to the evaluation of the effect that consultants have. A sizeable number of commentators agree that consulting interventions lead to organizational change, but they differ in terms of its depth and directionality see Faust, Chapter 7, this volume. Another view, and currently possibly the dominant one among researchers, sees the changes, if they take place at all, as mainly superficial. Following in the footsteps of Abrahamson 1991, 1996 , they argue that consultants—and other actors in what they term the management fashion arena—induce managers to adopt new ideas, but, just like fashionable clothes, shed them as quickly and replace them with new fashions launched by those same actors see below; also Jung and Kieser, Chapter 16; Clark, Bhatanacharoen, and Greatbatch, Chapter 17; both this volume. This, some suggest, might not necessarily cause immediate harm, but the ever changing nature of consultancy techniques at the least leads to cynicism among those affected inside an organization. Whatever the differences in opinion, and there continue to be many,

it is clear that the main reason that management consulting has attracted such a broad interest can be found in the at least supposed impact they have had on a broad range of organizations and even on society at large. But, as the following section will show, there has been even earlier research covering a number of different issues some of them This section will provide both an overview of the evolution of this research and a snapshot of the current situation. 1.

2 Extant Research Evolution and Current State The following discussion will provide a chronological overview of research publications addressing the management consulting industry—research being broadly defined as encompassing investigative work emanating from scholars, journalists, and selfreflecting practitioners. As has been widely noted elsewhere, and as this section will confirm, more narrowly defined academic research on management consulting took off primarily in the 1990s. Nevertheless, there were studies examining the industry and its actors before then, usually written by journalists, sometimes commissioned by the consultancies themselves or their associations. Occasionally, and more by accident rather than design, consultants also appeared on the radar of scholars working on a number of different issues. Moreover, despite the surge in interest directed at management consultancy, even today the research output has remained on the margins of the mainstream defined as the top-ranked, US-based management journals, with much of it being published in the form of monographs, edited volumes, and articles in European-based journals. Thus, the already mentioned resistance of workers to the introduction of scientific management at the Watertown arsenal prompted not only the intervention of the US Congress but also a reaction in the press, with an editorial in the *New York Evening Post* in 1914, for example, supporting Frederick W. Taylor and his system Aitken 1960 231. However, at least in the first half of the twentieth century, much of the public interest was not due to their consulting, but their social activities. For example, Charles Bedaux, whose firm was the most important consultancy during the first half of the twentieth century, attracted most of the attention for the adventurous expeditions he organized though the Rocky Mountains and the Sahara.