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The term consultancy can be defined as " an uncertain and evolving process

conducted by a foreign intruder who muddles through by performing various problem-

solving activities, while trying to maintain high professional standards and still

attempting to meet the needs of the client" or " consulting is an advisory service

contracted for and provided to organizations by specially trained and qualified persons

who assist, in an objective and independent manner, the client organization to identify

problems, recommend solutions to these problems, and help, when requested, in the

implementation of solutions" (Viklund, para. 1, 3).

A consultancy project refers to a project that is implemented by hiring or availing

consultancy advisory services. In a highly competitive and rapidly changing market,

there is no universal view or strategy that each company and/or group will adopt. Current

analysis recognizes that each company, group, and individual has unique pains and needs

In recent two decades the consultancy business has increased tremendously. Companies,

institutions and different utility and services providing organizations are frequently

seeking consultancy for their external prospective and expert opinion, hoping that they

can provide solution to enhance their business and improve the organization effectiveness

and competency. Whether in restructuring, implementing systems, developing staff,

changing procedure, buying new companies or bringing out new product and services,

consultant is being asked to assist in a verity of ways. When a project comes to a

consulting intervention it has a number of objectives both in hiring and providing a

consultancy advisory service. First there are objectives for consulting project itself

indicating what will be accomplished and deliver in a consulting assignment. The other

set of objectives called solution objectives focus on the goal of actual solution that will

ultimately add value to the organization (Phillips, 1999, pp. 64-65).

From organization prospective the basic motivations or reasons involved behind

enlisting consultancy are (Viklund, para. 4):

The company or organization needs an objective and informed opinion only an

outsider can offer.

Possibly also free of influences from internal politics.

Deficient in expertise to achieve the desired goals or objectives.

Insufficient time to complete the task with existing internal resources.

Reduce the risk involved in dealing with issues that could be highly stressful or

have adverse outcomes. In simpler terms, to " cover their butts".

The essence of management consulting is to help a client obtain information and

advice which leads to real and lasting solution of a problem. Consultants think, analyze,

brainstorm, cajole and challenge good organizations to become even better by adopting

new ideas. Great consultants are able to step into ambiguous, sometimes hostile situations

and sense what changes need to be made. Great consultants are driven by ideas and a

strong desire to have a positive impact on clients.

There are few essential eminences that a consultant must have to provide

satisfactory services. These are ability to have client engagement in a project, research,

analysis and communication skills, ability to demonstrate exposure to various

technologies, methodologies, standards, practices, and tools and good knowledge of

recruiting, training and mentoring orientation.

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