



Bentley College

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Department of Management

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**MG 340B-002 Introduction to Management Consulting Skills
Spring 2005 – Thursdays, 6:30-8:50pm; SMI 116**

INSTRUCTOR'S CONTACT INFORMATION

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Office Hours: By appointment

COURSE DESCRIPTION

This course introduces students to the fundamentals of management consulting. Students will learn about the basics necessary for internal and career consulting and to be good consumers of consulting services. Course topics include the consulting process, skills for project, team, and client management, the ethics of consulting, careers in consulting, practice areas in the consulting industry, and issues surrounding effective use of consultants. Students will explore the nature of consulting from the consultant and client views. The course is intended to produce savvy consumers of consulting services in addition to enhancing the skills needed for management consulting. Case studies and experiential exercises will be used extensively.

Note: This course is only the beginning of the necessary training and experience one needs to be a successful consultant. Do not expect this course to fully prepare you to assume a consulting job.

COURSE OBJECTIVES

Knowledge

- Trace the history of consulting industry
- Describe the steps of the consulting process
- Understand various ways to manage the consulting project
- Assess personal fit with the consulting industry

Skills

- Managing the Consulting Project
 - Create a consulting contract
 - Identify and articulate organizational problems

- Discover situational factors through effective data collection techniques
- Organize data analysis using analytical frameworks
- Interpret analyses
- Develop implementable solutions
- Create buy-in for recommendations
- Identify political agendas in the client system
- Manage egos
- Interpersonal consulting skills
 - Present yourself as a business professional
 - Work effectively in a team
- Managing the firm
 - Identify firm values
 - Identify firm approach to consulting
 - Identify the elements of a firm's business model

Attitudes

- Develop an appreciation for the complexity of managing a consulting process
- Develop an appreciation for client difficulties

REQUIRED MATERIALS

1. *The Contemporary Consultant Casebook: Educating Today's Consultants* by Larry Greiner, Thomas Olson & Flemming Poulfelt, Southwestern-Thomson Learning, 2004. ISBN 0-324-29019-5 (Note: Buy the casebook NOT the handbook with a similar name.)
2. "The First Six Months: Launching a PSF Career" (Order directly from Harvard Business School Press - http://www.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=800373)
3. "Career Strategies and Tactics in Professional Services Firms" (Order directly from Harvard Business School Press - http://www.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=800375)
4. "Consulting for George Lancia" (Order directly from Ivey cases – <http://www1.ivey.ca/cases/cps.asp?pvar=Main>)

ACADEMIC HONESTY ENFORCEMENT POLICY

All graded work for this class is to be completed without assistance from anyone. The college Honesty Policy (<http://ecampus.bentley.edu/shandbook/pdf/SH51-53.pdf>) provides examples of what constitutes dishonest behavior and the college procedures for handling dishonesty.

ACADEMIC ADJUSTMENTS OR ACCOMMODATIONS

Any student eligible for and needing academic adjustments or accommodations because of a disability is required to meet with Chip Kennedy, Coordinator of Disability Services, in LaCava 166, within the first three weeks of the semester. Also, inform the instructor of any potential accommodations that may be needed within the first three weeks.

POLICY FOR ATTENDANCE AND MAKE-UP WORK

A large part of the course involves classroom interaction. This means that regular attendance is essential to pass the course. If you must miss a class for a valid reason,

- 1) inform the instructor before class that you will be missing class, preferably by e-mail
- 2) by the next class, submit a 1-3 page paper summarizing a) lessons learned from the reading assignment for the missed class session and b) lessons from any class exercises you missed - interview a classmate to complete this part.
- 3) Note: more than 2 absences will result in a zero for participation, even if make-up work is submitted

COURSE GRADING:

- 20% Application Paper (due March 3)
- 30% Case Analysis paper (due April 28)
- 30% Attendance and Participation – Online discussion of cases is available for those who prefer to listen rather than talk in class. (Note: more than 2 absences will result in a zero for participation even if make-up work is submitted)
- 20% Final Paper (due May 12)

Assignment Sheets for the Application Paper and the Cases Analysis paper will be distributed in class and posted on Bb.

COURSE OUTLINE- (Subject to change)

Course Introduction

January 27 – Course expectations; Course topics overview; skills assessments

The Consulting Industry History

February 3 - Read Case 1.1 McKinsey & Company: An Institution at a Crossroads; case analysis instruction

February 10 - Read Case 1.2 Marketing at Bain & Company

Practice Areas of Consulting

February 17 - Read Case 2.1 BAE Systems (IT Consulting) and Case 2.5 Vandelay Industries, Inc. (Operations Consulting)

February 24 - Read Case 2.2 Mega Corporation (Strategy Consulting) and Case 2.3 Hunter Business Group (Marketing Consulting)

March 3 – Read Case 3.1 Bob Baker (Internal Consulting); introduction to the change process

The Consulting Process

March 10- no class; Application Paper due

March 24 - Read Case 3.3 Deloitte & Touche Consulting Group

March 31 –Read George Lancia case (order from Ivey website)

April 7 – Read Case 4.1 Case of the Retiring CEO

April 14 – Read Case 4.4 Datavision

The Consulting Life

April 21 - Read Case 5.2 Tim Hertach at GL Consulting

April 28 – Cases analysis paper due; Read “Career Strategies and Tactics in Professional Services Firms” and “The First Six Months: Launching a PSF Career” (order from Harvard)

May 5 – Final thoughts and wrap-up exercise

May 12 – Final paper due

ADDITIONAL RESOURCES: For your reading pleasure.

Consultants News

Consulting Magazine

Consulting to Management – C2M

Ashford, Martin. *Con Tricks: The Shadowy World of Management Consultancy and How to Make it Work for You*. New York: Simon & Schuster International, 1999.

Barcus, Sam W., & Wilkinson, Joseph W. (Editors). *Handbook of Management Consulting Services*. New York: McGraw-Hill, 1995.

Bellman, Geoffrey M. *The Consultant's Calling: Bringing Who You Are to What You Do*. San Francisco: Jossey-Bass Publishers, 1990.

Biech, Elaine. *The Business of Consulting: The Basics and Beyond*. Pfeiffer & Company, 1998.

Biswas, Sugata & Twitchell, Daryl. *Management Consulting: A Complete Guide to the Industry*. New York: John Wiley & Sons, 1999.

Block, Peter. *Flawless Consulting: A Guide to Getting Your Expertise Used (2nd Edition)*. San Francisco: Jossey-Bass Publishing, 2000.

Block, Peter. *The Flawless Consulting Fieldbook & Companion*. San Francisco: Jossey-Bass Publishing, 2001.

Carucci, Ron A., and Tetenbaum, Toby J. *The Value-Creating Consultant: how to Build and Sustain Lasting Client Relationships*. New York: AMACOM, 1999.

Cockman, Peter, Evans, Bill, & Reynolds, Peter. *Client-Centered Consulting: Getting your Expertise Used When You're Not in Charge*. New York: McGraw Hill Book Co., 1996.

Cohen, William A. *How to Make it Big as a Consultant*. American Management Association, 1991.

Connor, Dick & Davidson, Jeffrey. *Marketing Your Consulting and Professional Services*. New York: John Wiley & Sons, 1990.

- Cosentino, Mark P. *Case in Point: Complete Case Interview Preparation*. Boston: Ivy Productions, Inc., 1999.
- Cveljo, Katherine. *Management Consulting*. New Jersey, Scarecrow Press, 1993.
- Greenbaum, Thomas L. *The Consultant's Manual*. New York: John Wiley & Sons, 1990.
- Greenfield, W.M. *Successful Management Consulting*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1987.
- Greiner, Larry E., & Metzger, Robert O. *Consulting to Management*. Englewood Cliffs, NJ: Prentice-Hall, 1983.
- Greiner, Larry & Poulfelt, Flemming *Handbook of Management Consulting- The Contemporary Consultant: Insights from World Experts*, Mason, OH: Thomson-Southwestern, 2004.
- Holtz, Herman. *Choosing and Using a Consultant*. New York: John Wiley & Sons, 1989.
- Holtz, Herman. *The Complete Guide to Consulting Contracts*. Enterprise , Dearborn Publishing, 1994.
- Holtz, Herman. *The Consultant's Guide to Hidden Profits*. New York: John Wiley & Sons, 1992.
- Holtz, Herman. *How to Succeed as an Independent Consultant*. New York: John Wiley & Sons, 1993.
- Holtz, Herman. *The Independent Consultant's Brochure and Letter Handbook*. New York: John Wiley & Sons, 1995.
- Lambert, Tom. *High Income Consulting: How to Build and Market Your Professional Practice*. Nicholas Brealey Publishing, 1997.
- Levinson, Harry. *Organizational Assessment: A Step-by-Step Guide to Effective Consulting*. Washington, D.C.: American Psychological Association, 2002.
- Margerison, Charles J. *Managerial Consulting Skills: A Practical Guide*. Brookfield, VT: Gower Publishing Company, 1988.
- Maister, David. H. *Managing the Professional Service Firm*. New York: The Free Press, 1993.
- Maister, David H. *The Trusted Advisor*. New York: The Free Press, 2000.
- Maister, David H. *True Professionalism: The Courage to Care About Your People, Your Clients, and Your Career*. New York: Free Press, 1997.
- Meislin, Marcia. *The Internal Consultant*. Menlo Park, CA: CRISP Publications, 1997.
- Micklethwait, J. & Wooldridge, A. *The Witch Doctors: Making Sense of the Management Gurus*. New York: Times Books, 1998.

- O'Shea, James & Madigan, Charles. *Dangerous Company*. New York: Times Business-Random House, Inc., 1997.
- Phillips, Jack. *The Consultant's Scorecard: Tracking Results and Bottom-line Impact of Consulting Projects*. New York: McGraw-Hill Publishing, 1999.
- Pinault, Lewis. *Consulting Demons: Inside the Unscrupulous World of Global Corporate Consulting*. New York: Harper Business, 2000.
- Rasiel, Ethan M. *The McKinsey Way*. New York: McGraw-Hill Publishing, 1999.
- Rasiel, Ethan M., and Friga, Paul N. *The McKinsey Mind*. New York: McGraw-Hill Publishing, 2002.
- Romaine, Steve. *Soldiers of Fortune 500: A Management Consulting Guide for the Consulting Wars*. Prometheus Books, 2003.
- Schaffer, Robert H. *High-Impact Consulting: How Clients and Consultants Can Leverage Rapid Results Into Long-Term Gains*. San Francisco: Jossey-Bass Publishers, 1997.
- Schein, Edgar H. *Process Consultation Revisited*. Reading, MA: Addison Wesley, 1999.
- Scott, Beverly. *Consulting on the Inside*. ASTD, 1999.
- Shenson, Howard L. *How to Select and Manage Consultants*. Lexington, MA: Lexington Books, 1990.
- Shenson, Howard L. *Shenson on Consulting*. New York: John Wiley & Sons, 1990.
- Tepper, Ron. *The Consultant's Proposal, Fee and Contract Problem Solver*. New York: John Wiley & Sons, 1993.
- Tuller, Lawrence W. *The Independent Consultant's Q&A Book*. Bob Adams, Inc. Publishers, 1992.
- Vault.com. *Vault Guide to the Case Interview*. New York: Vault, Inc., 2001.
- Vault.com. *Vault Guide to the Top 50 Consulting Firms, 4th edition*. New York: Vault, Inc., 2001.
- Weiss, Alan. *Getting Started in Consulting*. New York: John Wiley & Sons, Inc. 2000.
- Weiss, Alan. *Million Dollar Consulting (Revised Edition)*. New York: McGraw-Hill, 1997.
- Weinberg, Gerald M. *The Secrets of Consulting*. New York: Dorset House Publishing, 1985.
- Wetfeet.com. *Insider Guide: Careers in Management Consulting*. San Francisco: Wetfeet.com, 2000.
- Wong, Lily. *The Harvard Business School Guide to Careers in Management Consulting, 2001 edition*. Cambridge, MA: Harvard Business School Publishing, 2000.