

Management Consulting (W550)
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Indiana University - Spring 2005

1. Course Purpose

W550, Management Consulting, is a course devoted to understanding the inner workings of the consulting industry. Management consulting represents one of the largest industries in the world, with over \$200 billion in annual revenue, and represents an exciting and consistently one of the most sought after career opportunity for MBA students. Our primary learning objectives are to better understand:

- The basics of the industry – size, players, dynamics and history
- Firm strategies – the mechanics of how firms are organized and strategies thereof
- Project management – the lifecycle of consulting projects and tips for success
- Individual lifestyle – the true story of pros and cons of working in this industry

Course goals are concrete terms used to describe what you should be able to do after taking this course. After completing W550, you should be able to:

- Discuss the industry coherently with those in consulting (and outsiders as well)
- Write a good proposal to obtain a consulting project
- Select, hire and work with a external consulting firm
- Make an informed decision about whether this industry is for you

2. Content and Class Sessions Overview

- *Nature of class sessions* - the next 7 weeks will fly by. We will meet 14 times for formal class sessions and you will be responsible for two primary deliverables – one group project and one individual report. Every session will have a primary topic and will be supplemented with readings. To avoid boredom with hearing me talk too much and to give you maximum exposure to comprehensive views on this industry, I have structured every class session to feature a case, guest speaker, or class exercise. In fact, every class will conclude with a special 15 minute “Consultant Briefing” by some of the foremost thinkers and doers in the consulting industry, including partners and top consultants from a wide variety of leading consulting firms and think tanks throughout the world.
- *Multiple levels of analysis* – the course will be organized on four levels of analysis. First, we will briefly look at the **industry** to understand the big picture, overall firm positioning/strategies, and key events (2 class sessions). Next, we will move to the **firm** level of analysis where we will examine the issues associated with running a consulting firm (5 class sessions). We will proceed to the **project** level, where we will cover the lifecycle of a project and a thorough understanding of all phases of a project (4 class sessions). Finally, we will wrap up with learnings about the **individual** level – including ethics and lifestyle (3 class sessions).

- **Individual Learning Log** – throughout the course, you will be asked to maintain a “learning log” to capture key takeaways from the course. The entries will be brief (1/2 page per session) and require nothing more than some thoughtful reflection on the material and what it means to you. This is described more thoroughly herein.
- **Group Project** – since consulting is almost always done in teams, you will be asked to do one major group project during our time together. The project will be the development of a proposal for a consulting engagement, based on a case. This project will require not require external research although you will have supplemental readings that can help you put together a strong proposal. I will make team assignments (more resembling real-life). More details are contained herein.
- **My Dream Job Project** – your final project will be a powerpoint deck that is dated three months after you graduate. The deliverable will be entitled “How I landed my dream job in consulting (or something akin to this). It will be tell a story of how you researched, selected, and landed a job in consulting (external or internal). It should not be more than 25 primary slides but it can be supported by as many additional appendix slides as you like. The primary slides should have clear titles that tell the story of your journey from this class to a high paying job of your dreams. The content of the slides should be facts, figures, graphs, pictures, tables and other supporting analysis that you used to draw your conclusions. More details are contained herein.

3. Expectations

- **Attendance** – we do not have much time together and each class session is an important building block. You should try to attend all class sessions. If you have an emergency (or interview that cannot be scheduled another time) and you are unable to attend one class session, you are still responsible for reading the material and turning in your learning journal entry. This is not punitive; it simply reflects my goal to provide you with valuable tools for your time here and in the future. Failure to turn in an entry will lower your learning log assessment (logical – since you were not there to contribute and didn’t learn from the material). Missing more than one class session will increasingly affect your class contribution assessment.
- **Contribution** – class sessions are much more interesting and valuable if we include a diversity of opinions based on different backgrounds and perspectives. You will be expected to make a significant contribution at least once every two class sessions (every class session would be nice). The elements considered in the assessment of contribution (equal weights) include: *attendance*, *quality of comments*, and *application of readings to discussions*. We also welcome the sharing of key industry events from external readings (newspapers and journals) during class and/or to me individually. Each day I will assign a 0 (did not attend or attended and did not speak and did not do adequate make-up work), 1 (attended and contributed something), or 2 (attended and made outstanding contributions).

- **Group work** – you are expected to be a valuable contributor to your group. The most effective groups discuss personal backgrounds, experiences and goals and then split the work accordingly. Remember that this is relatively risk-free environment and a good time to work on areas that may not be your strongest but represent an area you wish to improve. You will work closely with your groups on you group project and may also meet to discuss preparation for class sessions. You will be evaluated by your peers in your group as to your contribution..
- **Readings** – a critical skill in consulting (and in other pursuits as well) is the ability to read material quickly and pull out the most important and relevant information. No doubt you have experienced this during your MBA program. The goal is not to carefully read every word, but to find the most important words and skim the rest to get the key insights. You will have opportunities to do that during this course, as each session has required readings. The goal is to learn how to get through them quickly and pull the most important points for use in the case and/or class exercises. I have found that normal preparation for this class is approximately 2 hours preparation per session, but try to avoid going over (with the exception of key deadlines)! The goal is efficiency not exhaustion.

4. Schedule Overview (see complete reference data on readings in Section 10)

Session	Level	Topics	Readings and Guests
1. Mon – Mar 21 2049: 9:30-11:00 2050: 11:15-12:45	Individual	INTRODUCTION Discussion on course topics, objectives, pros/cons of career in consulting and introductions	Consulting and You The Logic of Consulting (Part I) The Logic of Consulting (Part II) Guest: Michael Derbin, Associate - Deloitte Consulting
2. Wed – Mar 23	Industry	INDUSTRY OVERVIEW Industry size, dynamics, players, sectors, solutions, and trends	The Advice Business... The Three E's of Professional... The Advice Business... <i>Exercise: Pick Your Poison</i> Guest: Derick Smith, Researcher - Kennedy Info.
3. Mon – Mar 28	Industry	CONSULTING OF THE FUTURE Global expansion opportunities, opening of new offices, cultures, new products, online and growth (special discussion on internal consulting)	Avoiding Intervention... Building an International... The Future of Management... <i>Consulting in the News Exercise</i> Guest: Fiona Czerniawska, Industry Expert - Arkimeda
4. Wed – Mar 30	Firm	ORGANIZATIONAL ISSUES Typical firm structure, project portfolio, career paths, and knowledge management	What's Your Strategy for... The One-Firm Firm A Question of Balance <i>Case: McKinsey</i> Guest: Roland John, Principal - McKinsey
5. Mon – Apr 4	Firm	MANAGING THE FIRM Leadership, turnover, utilization and profitability	Managing Your Client's ... Managing Your Firm's Balance.. Profitability: Beating the... Profitability: Health & Hygiene <i>Case: Spanglett Associates</i> Guest: David Hanfland, Partner, Huron Consulting
6. Wed – Apr 6	Firm	ASSESSING PERFORMANCE Evaluation, feedback and promotion	Sample Evaluation Forms <i>Case: Bain & Company...</i> Guest: Bob Armacost, Partner - Bain & Company
7. Mon – Apr 11	Project	THE PROJECT LIFECYCLE Types of projects, the engagement lifecycle and the fly-by meeting	McKinsey Mind - Introduction Engagement Management... Entry is a Critical Phase in... Guest: Chuck Lucier, Senior V.P. Emeritus - Booz Allen DRAFT REPORTS DUE
8. Wed – Apr 13	Project	WRITING PROPOSALS The buying decision, proposals, and initial hypotheses	McKinsey Mind – Introduction and Chapter 1 The Proposal Process... How to Write a Proposal... Nine Steps to an Effective... Engaging Engagements... The Art of Writing an Engage... Making the Proposal Fit the... <i>Case: Measurement & Mgmt...</i> Guest: Al Kagan, Partner-Deloitte

9. Mon – Apr 18	Project	INTERVIEWING FOR DATA Designing a work plan, interviews and documentation	McKinsey Mind – Chap. 2&3 The Art and Science of... Gently Steering the Interview The Art of Prying Out Info... Listen to What They Don't... Training the Interviewee... Maintaining Authenticity... <i>Case: Wood Structures</i> Guest: Chad McCloud, Sr. Associate - Diamond Cluster
10. Wed – Apr 20	Project	MAKING THE PRESENTATION Written and verbal, slide decks, and presentation tips	McKinsey Mind – Chap. 5 Think Your Way to Clear (1-3)... Making Your Argument The Three Commandments... <i>Exercise: Impromptu Speeches</i> Guest: Edwina Jon, Associate - IBM BCS
11. Mon – Apr 25	Project	MEETING WITH THE CLIENT Small group meetings with client to deliver proposals (role play) – scheduled in Suite 650	GROUP PROPOSALS DUE
12. Wed – Apr 27	Individual	WORKING WITH CLIENTS The need for consulting, expectations, and tips for success	McKinsey Mind – Chap. 6-8 Client vs. Consultant... Your Client is Unique... To Create Value, First... Do More than Fix My... Confessions of an Ex-Consultant Controlling Your Consultants The 13 Cardinal Sins Overcome the Fatal Flaws.. Guest: Dr. Dave Donabedian, Senior Manager – Accenture
13. Mon – May 2	Individual	MAINTAINING ETHICS Confidentiality, dishonesty, and other compromising situations	Confidentiality and... Finessing the Sale... <i>Case: Martha McCaskey</i> Guest: Bryan Moser, Sr. Manager- PricewaterhouseCoopers FINAL REPORTS DUE
14. Wed – May 4	Individual	THE CONSULTING LIFESTYLE Hours, travel, and other challenges/perks and course wrap-up	Poof! You're a Consultant ANXIETY: The Consultant's... The Light Touch: Invisible... The Soul of the Great... Guest: Linda Heitzman, Senior Manager - Deloitte TURN IN LEARNING LOGS
Special Session Friday, Apr 29	All	END OF SEMESTER SOCIAL (attendance not mandatory)	Come relax and mingle with your fellow students and those in my J501 classes at a reception at my house – details to follow

5. Individual Learning Log

- **Purpose** – the learning log serves three primary purposes. First, it forces you to reflect on the material and the insights to you individually. Second, it provides me an opportunity to assess how well the learning objectives are accomplished. And finally, it provides me with feedback for improving the course, both now and in the future.
- **Format** – Simply create a Microsoft Word document and add a new entry for each class session. Please submit your logs to me electronically via Oncourse before midnight of the day of the assigned session date. Remember to only use ½ page (12 point font minimum) for each entry, this will force you to only share the most important insights and minimize the volume. Do not try to summarize all the material presented but rather describe the “so whats” and how you may use the material moving forward. Feel free to create a graph or diagram to capture your learnings.
- **Assessment** – the criteria will be: (i) understanding of the primary points presented and (ii) thoughtful reflection and application.

6. Group Proposal Project

- **Purpose** – this group exercise will afford you the opportunity to work with others in practicing one of the critical elements in consulting – writing and delivering a proposal for a consulting engagement. It is a skill building opportunity.
- **Requirements** – you will be asked to read a case, write a proposal, and deliver it in person to the client. You will deliver a written report via Oncourse by the start of class on Apr 25. Your team will then be responsible for interacting with the client and scheduling a meeting to deliver your proposal during the normal class time on April 25 (we will not meet as a group that day). More details are presented in Sections 11 below.
- **Assessment** – the evaluation criteria for the written proposal will be: (i) content – addressed all key issues, (ii) reflected insights from readings, (iii) provided a convincing argument; and (iv) writing mechanics. .

7. Individual Final Project

- **Purpose** – this will be an opportunity to pull together many of the learning objectives of the course. You will be asked to deliver a comprehensive report on your job search strategy with a particular focus on one firm – your “dream job.” This will be a slide deck with the story of your search, from a future date’s perspective (looking back on your journey). The contents will include a detailed profile of the company (size, locations, service offerings, etc) that can be gained from secondary sources as well as some strategic information only obtainable through employee interviews (culture, leverage, strengths/weaknesses, etc.). In addition, there should be section on how you got our job there (including a work plan). I will work with you to provide resources and internal contacts to complete your analysis. More details are provided in Section 12 below.

- **Assessment** - Assessment criteria will be logic and story-line flow, comprehensiveness, use of class material, and quality of slides.

8. Assessment Summary

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|---|------------|--------|
| • Individual Learning Log | 10 | Points |
| • Individual Class Contribution (Instructor Determined) | 20 | Points |
| • Individual Contribution to Group Project (Peer Based) | 10 | Points |
| • Individual Final Report (How I Landed my Dream Job) | 20 | Points |
| • Group Proposal Slides | 20 | Points |
| • Group Proposal Client Meeting | <u>20</u> | Points |
| • Total | <u>100</u> | Points |
- Final letter grades will be based on a total of 100 points utilizing the standard MBA distribution: A = 10-15%; A- = 25-35%; B+, B, B- = 65% & C/F as needed.
 - I will be calculating the grades of both sections in one pool.

9. Administration

- The optional text book will be *The McKinsey Mind* (Ethan M. Rasiel and Paul N. Friga, McGraw-Hill, 2001, ISBN 0-07-137429) – at the college bookstore and TIS – **NOTE:** I will provide free copies of the relevant chapters if you would prefer not to buy the book.
- We will also utilize a case pack of 4 cases.
- A number of supplemental readings will be provided to you at no cost.
- You are also expected to monitor the *WSJ*, *Business Week* and other current business news sources.
- We will be using Oncourse for communication during the 8 week period – **please check the message board daily or every two days.**
- Professor Friga’s office is in Suite 650 and hours are by appointment.
- Professor Friga’s Assistant is Tammy Tharp (855-9200) in Suite 650; her email address is taktharp@indiana.edu
- Honor Code-IU Code of Student Ethics (especially past material and shared work). One area of professionalism I am particularly focused on is dedicated listening attention. This includes the rule of no surfing during class and I try to watch this very closely. Thank you for honoring this request!

10. Detail List of Readings

Article Name	Author(s)	Journal	Year
Consulting and You	Harris, Carol	Consulting to Management	Volume 12, No. 1, March 2001
The Logic of Management Consulting (part one)	Canback, Staffan	Journal of Management Consulting	Volume 10, No. 2, November 1998
The Logic of Management Consulting (part two)	Canback, Staffan	Journal of Management Consulting	Volume 10, No. 3, May 1999
The Advice Business: The Industry of Consulting	Fombrun, Charles J.; Oriesek, Daniel F.	Handbook for Management Consulting – The Contemporary Consultant	Chapter 1, pg. 4-16.
The Three E's of Professional Life	Maister, David H.	Journal of Management Consulting	Volume 3, No. 2, 1986
Management Consultancy: The advice business		The Economist	March 22 nd , 1997
Avoiding Intervention Pitfalls in International Consulting	Gibson, Melissa K.	Journal of Management Consulting	Volume 10, No. 2, November 1998
Building an International Practice	Nees, Danielle B.	Journal of Management Consulting	Volume 3, No. 2, 1986
What's Your Strategy for Managing Knowledge?	Hansen, Morten T.; Nohria, N.; Tierney, Thomas	Harvard Business Review	March-April 1999
The One-Firm Firm	Maister, David H.	Managing the Professional Service Firm	New York, Free Press, 1993
A Question of Balance	Maister, David H.	Managing the Professional Service Form	New York, Free Press, 1993
Managing Your Client's Projects	Maister, David H.	True Professionalism	New York, Free Press, 1997
Managing Your Firm's Balance Sheet	Maister, David H.		
Profitability: Beating the Downward Trend	Maister, David H.	Journal of Management Consulting	Volume 1, No. 4, Fall 1984
Profitability: Health and Hygiene	Maister, David H.	Managing the Professional Service Firm	Pg. 31-39, Free Press, 1993
Sample Evaluation Forms			
Engagement Management Planning	Bordelon, Lamar	Engagement Management	
Entry Is a Critical Phase in Consulting	Bell, Chip R.	Journal of Management Consulting	Volume 3, No. 1 1986
The Proposal Process	Kasdan, Ira	Engagement Management	
How to Write a Proposal	Cohen, William A.	How to Make it Big as a Consultant	2 nd edition, 1991
Nine Steps to an Effective Proposal	Washburn, Stewart A.; Hosmer, Bradley E.	Consulting to Management	Volume 11, No. 3, December 2000
Engaging Engagements: A Client's Perspective	Bowers, William B.; Degler, William P.	Journal of Management Consulting	Volume 10, No. 4, November 1999
The Art of Writing an Engagement Letter: A Legal Perspective	Zabrosky, Alex W.	Journal of Management Consulting	Volume 10, No. 3, May 1999
Make the Proposal Fit the Costs	Washburn, Stewart A.	Journal of Management Consulting	Volume 5, No. 2, 1989
The Art and Science of Effective Interviewing	Quay, John G.	Journal of Management Consulting	Volume 2, No. 2, 1985
Gently Steering the Interview	Quay, John G.	Journal of Management Consulting	Volume 2, No. 3, 1985
The Art of Prying Out Information	Cox, Connie A.	Journal of Management Consulting	Volume 2, No. 2, 1985
Listen to What They <i>Don't</i> Tell You	Navis, Edward S.	Journal of Management Consulting	Volume 6, No. 2, 1990
Training the Interviewee	Quay, John	Journal of Management Consulting	Volume 8, No. 1, Spring 1994
Maintaining Authenticity and Credibility	Griffin, Anthony C.	Consulting to Management	Volume 12, No. 3, September 2001
Think Your Way to Clear Writing	Minto, Barbara	Journal of Management Consulting	Volume 10, No. 1, May 1998
Think Your Way to Clear Writing (part two)	Minto, Barbara	Journal of Management Consulting	Volume 10, No. 2, November 1998
Think Your Way to Clear Writing (part three)	Minto, Barbara	Journal of Management Consulting	Volume 10, No. 3, May 1999
Making Your Argument	Hattersley, Michael	Journal of Management Consulting	Volume 10, No. 1, May 1998
The Three Commandments of Presenting: And How to Obey Them	Wyeth, Sims	Consulting to Management	Volume 13, No. 1, March 2002

Client vs. Consultant: Fishbowl or Foxhole?	Easley Jr., Charles F.; Harding, Charles F.	Journal of Management Consulting	Volume 10, No. 4, November 1999
Your Client Is Unique	Davis, George L.	Journal of Management Consulting	Volume 10, No. 4, November 1999
To Create Value, First Understand Your Client	Long, Carl	Journal of Management Consulting	Volume 10, No. 4, November 1999
Do More than Fix My Company	Bergholz, Harvey	Journal of Management Consulting	Volume 10, No. 4, November 1999
Confessions of an Ex-Consultant	Anonymous	Fortune	October 14, 1996
Controlling <i>your</i> Consultants	Lieber, Ronald B.	Fortune	October 14, 1996
The 13 Cardinal Sins	Weiss, Alan	Journal of Management Consulting	Volume 9, No. 2, November 1996
Overcome the Fatal Flaws of Consulting: Close the Results Gap	Schaffer, Robert H.	Business Horizons	September-October 1998
Confidentiality and Consultant Agreements	Iandiorio, Joseph	Journal of Management Consulting	Volume 8, No. 1, Spring 1994
Finessing the Sale	Harding, Charles F.	Journal of Management Consulting	Volume 8, No. 4, Fall 1995
Proof! You're a Consultant: Characteristics, Best Practices, and Success Factors of Management Consultants	Borrow, Edwin E.	Journal of Management Consulting	Volume 10, No. 2, November 1998
Anxiety: The consultant's unwelcome companion	Schaffer, Robert H.; Ashkenas, Ronald N.	Journal of Management Consulting	
The Light Touch: Invisible But Effective	Lawrence, Thomas H.	Journal of Management Consulting	
The Soul of the Great Professional	Sheth, Jagdish; Sobel, Andrew	Consulting to Management	Volume 11, No. 2, September 2000

11. TEAM PROJECT-CASE: MEASUREMENT & MANAGEMENT AT CITYSOFT (PROPOSAL) WRITTEN LETTER PROPOSAL- DUE: MONDAY, APRIL 25

BACKGROUND INFORMATION

CitySoft is an Internet consulting firm which focuses on developing and maintaining Websites and Internet applications for business and organizations. The company was founded in 1997, making it just two years old at the time of the proposed engagement. Bryan Harter, Senior Project and Operations Manager has invited your consulting firm (among other competing firms) to submit a letter proposal for the project of “building an operations management and control system ... from ground zero.”¹ For purposes of this exercise assume that the information contained in the case was uncovered during the fly-by meeting conducted by your team. The case describes the company, its background/history, its service offerings, its target markets, and its current practices (e.g., business model, business development processes, cost management systems, project management practices, and performance measurement & incentive systems).

Importantly, the purpose of your letter proposal is not to build the actual operations management and control systems needed. This would take place during the actual engagement, if your team's proposal was the one selected by CitySoft. Rather your task is to propose what systems, practices & procedures, and reports will be needed, how you

¹ While this project might seem a bit unusual because it involves a consulting firm's proposal to develop systems and procedures for another consulting firm, this type of project represents a routine internal project within consulting firms. In addition, this is also a routine project for consulting firms assisting non-consulting professional service firms.

will bill them, and how you will assist CitySoft in implementing them. As such, you need to identify not only the engagement timeline but also a preliminary timeline for implementation of the systems, practices, and procedures at CitySoft (again, assuming that your proposal is accepted).

WRITTEN LETTER PROPOSAL

Your proposal slide deck can be no more than 10 **typed pages (excluding any additional attachments or appendices)**. The font size should be at least 12 pt or larger to ensure readability. Your proposal should creatively and carefully cover the following topics. Please submit your proposal via Oncourse before the start time of the normally scheduled class. Also - bring a hard copy to your client meeting, which your team will be responsible for scheduling with the assistant of the client, Tammy Tharp at 812-855-9200 or via email at taktharp@indiana.edu.

ELEMENTS TO CONSIDER INCLUDING IN YOUR LETTER PROPOSAL

(the order, style, emphasis and content of these elements varies)

INTRODUCTION:	Expression of appreciation for the opportunity to serve the company, and indication of the strengths of your consulting group.
BACKGROUND & UNDERSTANDING:	Demonstration of the group's understanding of the client's situation and the reasons consulting assistance is needed.
OBJECTIVES & SCOPE:	Identification of the goals and objectives of the project and targets to be met. This section would also include a definition of the boundaries of the work to be performed.
APPROACH & WORK PLAN/PROCESS:	Description of the group's overall work approach and the deliverables (reports, briefings, training sessions, etc.) the client will receive. Typically the work plan would include a description of each task and a chart showing the sequencing of tasks and the timeline for implementation.
TIMING & FEES:	Indication of when the job will be done, how many hours it will take, and how much it will cost, the nature of the fee structure (fixed fee based on hours; fixed fee based on overall project, contingent fees, etc.), and what the payment schedule will be (lump sum, staggered payments, etc.). Two other items are generally included in this portion of the proposal: cancellation fees and cost of follow-up/implementation work.

[Note: Clients invariably leaf through the proposal to read this section first].

CONCLUSION:

The final section of the proposal would include closing remarks including a statement of thanks to the client for providing this opportunity to submit a proposal. This section would also include a statement about “next steps” and a signature block, to be used in the event the client accepts the proposal.

ATTACHMENTS/APPENDICES:

There are generally two types of materials, which are included in this section of the proposal: (1) general firm information and (2) specific client/project materials.

An example of an attachment that fits the first category is a firm brochure and/or statement of qualifications. This brochure would help explain why your firm is qualified to perform the work based on the firm’s previous experience and special expertise. General firm information might also include resumes of senior staff assigned to the project with emphasis on their experience and if appropriate their work on any similar projects.

The second type of appendix information (specific client/project materials) might include charts, tables, diagrams, etc. that the consulting team feels are necessary to support the proposal.

[Note: Any appendices/attachments included will not be counted as part of the 10-page proposal limit]

12. FINAL INDIVIDUAL PROJECT - CASE: “How I Landed my Dream Job”

FINAL REPORT

DUE: START OF CLASS - MAY 2

INTERIM DRAFT (FOR UNGRADED REVIEW)

DUE: START OF CLASS - APR 11

BACKGROUND INFORMATION

One of the core learning objectives of this course is to decide if there may be a future for you in consulting. The final report is a way for you to test this out and is also a way for

you to use the material from the course in a personal application. There are two parts to this final project: a draft report and a final report. Each is discussed in turn.

DRAFT REPORT

You will be asked to turn in a draft report that summarizes everything you have been able to learn about your selected company but will not necessarily be in a solid story-line format. For example, you should include, but not be limited to the following topics in your draft report:

- Company name
- Size - employees and sales
- Locations
- Service Offerings and revenue by service line (shows priority areas)
- Names and contact info of individuals in firm (undergraduate alumni, Kelley alumni, etc.)
- Work plan - steps to complete, data to gather, potential sources, etc .

FINAL REPORT

Overheads for the final report must be professionally developed (preferably using PowerPoint). You should submit an electronic version via Oncourse by the deadline previously stated. This report should be a clear blueprint of the action steps you took to land your job, complete with a time-table, action items, supporting research, interview notes, and overall conclusions. I will work with you as much as you like to make this a realistic scenario and provide lots of resources, such as those shown below. I will hold out your grade, contingent upon you securing the job you describe (just kidding).

13. CONSULTING BOOKS (FOR FUTURE REFERENCE; SEE ME TO CHECK OUT ONE OF THESE)

The following books are not required reading, but may prove helpful for those individuals who are interested in learning more about consulting.

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, 1999.

- 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.
- 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.
- Fombrun, Charles J. & Nevins, Mark D. *The Advice Business – Essential Tools and Models for Management Consulting*. Upper Saddle River, New Jersey: Pearson/Prentice Hall, 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.
- 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.

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.

Schaffer, Robert H. *High-Impact Consulting: How Clients and Consultants Can Leverage Rapid Results Into Long-Term Gains*. San Francisco: Jossey-Bass Publishers, 1997.

Scott, Beverly. *Consulting on the Inside*. ASTD, 1999.

Shenson, Howard L. *How to Select and Manage Consultants*. Lexington, MA: Lexington Books, 1990.

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