

GRADUATE SCHOOL OF MANAGEMENT – UNIVERSITY OF DALLAS
MGT 6309 SECTION 070: MANAGEMENT CONSULTING
Fall 2005

CONTACT INFORMATION

Professor: Paul O. Pederson

Office: Home

E-Mail: PaulOPederson@hotmail.com

Phone: 214.739.0291, cell 214.683.8316

Office Hours: 4-5:30 PM, evening of class, by appointment at agreed upon location

GSM Communication Center: 972-721-5277; 972-721-5355; comctr@gsm.udallas.edu

e-Companion website: <http://imba.udallas.edu>

e-Companion Help: ycox@gsm.udallas.edu

COURSE DESCRIPTION

Management consulting is highly utilized in many organizations. Business executives frequently engage management consultants and key managers work on projects with the consultants. Participants will be introduced to the full range of the management consulting service industry, business models utilized, marketing approaches and critical issues for success of management consulting projects and individual career progression.

COURSE OBJECTIVES

The objective of this course is to provide you with knowledge of management consulting that could be of future use in your career. This semester we will also apply this knowledge in the form of consulting deliverables including proposals, progress reports, presentation of alternative solutions and final reports. The structure of this course will provide insight into the following areas:

- Scope of the management consulting industry that is made up of large organizations operating globally, and many other local and regional firms.
 - How consulting work is sold and performed in a competitive environment.
 - How individual practitioners who operate independently or team with others on specific projects provide service to their clients.
 - The expertise employed by management consulting organizations ranging from general business advice to services involving very specific and sometimes technical advice and services.
 - The skills, techniques, attitudes and mindset considered important to the individual who becomes a management consultant.
 - The methodologies of management consulting and the importance of good project management.
 - What constitutes the value provided to a business by management consultants.
 - Insight into the ethical issues of management consulting.
-

REQUIRED TEXTS

1 - Title: *Flawless Consulting: A Guide To Getting Your Expertise Used, Second Edition*

Author: Peter Block

ISBN: 0-7879-4803-9

Description: 342 pages. For fifteen years, internal and external Consultants have relied on Peter Block's landmark bestseller, *Flawless Consulting*, to learn how to deal effectively with clients, peers, and others. Using illustrative examples, case studies, and exercises, the author offers you his legendary warmth and insight.

Publication Date: Jossey-Bass/Pfeiffer, 2000

2 - Title: *Better Change: Best Practices For Transforming Your Organization*

Authors: Paul Pederson and others of the Price Waterhouse Change Integration Team

ISBN: 0-7863-342-5

Description: 187 pages. Based on the Price Waterhouse Change Integration Team's experiences with hundreds of clients, *Better Change* Takes you into the real texture and "feel" of change projects. This was the first toolkit for change with specific, practical advice on every page, supported by case studies and checklists. It includes the 15 guiding principles that govern virtually all successful change programs.

Publication Date: Irwin Professional Publishing, 1995

Note: Better Change is no longer available new but can sometimes be found at Half Price Books. Copies of the book will be available as a part of the course materials for a nominal printing charge in the GSM copy center in Braniff.

Also included in the course materials pack are:

Price Waterhouse, *The International Business Language: Multi-Industry Glossary of Terms*, Price Waterhouse LLP, 1998

Selected reading: Ethan M. Rasiel and Paul N. Friga, *The McKinsey Mind*, McGraw-Hill, 2001
The Benchmarking Code of Conduct, American Productivity & Quality Center

COURSE TOPICS (Week, Topic, Reading assignment)

Week 1: **Management consulting as a business**

Week 2: **The consulting process**

Flawless Consulting, Ch. 1, 2 & 3

Week 3: **The consulting process (Cont.)**

McKinsey Mind, Introduction, Ch.1

Week 4: **Generating and winning consulting assignments**

Better Change, Ch. 1 & 2

Week 5: **Generating and winning consulting assignments (Cont.)**

Flawless Consulting, Ch. 4 & 5

Week 6: **Conducting the project**

Flawless Consulting, Ch. 6 & 7

Better Change, Ch. 3

Week 7: Midterm Examination

Conducting the project (Cont.) / Delivering results

Flawless Consulting, Ch. 8 & 9
Better Change, Ch. 4

Week 8: Delivering results (Cont.)

Flawless Consulting, Ch. 10, 11 & 12
Better Change, Ch. 5 & 6

Week 9: Project and program management

Flawless Consulting, Ch. 13 & 14
Better Change, Ch. 7
Project Management Institute, *Project Management Body of Knowledge*

Week 10: Project and program management (Cont.)

Flawless Consulting, Ch. 15 & 16
Better Change, Ch. 8 & 9

Week 11: Consulting business management and knowledge management

Flawless Consulting, Ch. 17
Intellectual Capital, Ch. 7
Price Waterhouse *International Business Language*

Week 12: Consulting management (Cont.) and Course Review

Flawless Consulting, Ch. 18 & 19

Week 13: Final Examination

ASSIGNMENTS AND EVALUATION

The basic requirements for all students are regular attendance at class, completion of the reading assignments, preparation of several topic papers, a term paper, and participation in discussion. In addition, students will take a mid-term and final examination. It is expected that you will have access to a computer with Internet connection to access information and announcements regarding the course on eCompanion and to perform some limited research on public Internet sites. The Academic Honesty Policies and Procedures described in the current GSM catalog will be followed in this course. The grading for the course is as follows.

15% of grade: A brief (50 minute) mid-term exam covering the readings assigned to that point in the course and the lectures.

15% of grade: Prepare three (3) original discussions of two pages each on topics selected from the following list of ten (10) possibilities. These discussion papers will be due at the beginning of class on the weeks indicated. Please note that your course term paper cannot be the same topic as one of these topic discussions. Listed below are the topic areas and week they are due if you select them.

Week 4: Identify consulting firms in a particular category and discuss a comparison of these firms; this could be the way a purchaser of consulting service evaluates competing firms.

Week 5: Develop and present a value proposition that might be made for a consulting project to justify the time, cost and energy required; this could be a key section of a consulting proposal to a prospective client.

Week 6: Identify several organizations that influence the opinions that business leaders form about consulting firms and describe what areas of management consulting that these *influencer organizations* emphasize; this could be the basis for selecting a consulting organization.

Mgt 6309 – MANAGEMENT CONSULTING/Fall 2005

Week 7: Describe the key specialties in management consulting and what skills a generalist would have that distinguishes him or her from specialist categories; this could be the part of a proposal that presents the skills that are required for success in a consulting project.

Week 8: Discuss what constitutes “implementation of a consulting outcome” in terms of the actions that are taken and results that can be expected; most consultants learn to be quite specific in describing what they will deliver to the client.

Week 9: Describe the kinds of communications techniques that management consultants will use or recommend that their clients use in the course of a management consulting project; in many larger consulting assignments communications is carefully planned and described to the client.

Week 10: Identify and describe the more important project management tools and techniques used in management consulting; project management is expected by clients.

Week 11: Discuss the kinds of ethical issues that are encountered in management consulting organizations and present your thoughts on how best the organization might deal with them; this is the differentiator of consulting organizations.

Week 12: Discuss the definition of *Thought Leadership* in management consulting and provide several examples how *Thought Leadership* is used to develop new business in management consulting; successful consultants gain recognition for their leadership in this area.

Week 12: Discuss management consulting service life cycles and identify an emerging consulting service; management consulting is in a continuous state of change and services often become obsolete and must be replaced with improved service products.

30% of grade: Term paper project on a topic relating to management consulting services reviewed with the instructor in advance. This term paper should be 10 pages, double spaced, 10 to 12 pt. Font. A brief prospectus on your topic should be given to me for review and approval no later than by beginning of class Number 9. The term paper must be provided no later than the beginning of class Number 12.

30% of grade: Final examination during the last class.

10% of grade: Attendance and participation in discussion. Attendance will count for half of this grading element. Any student unable to attend a class should communicate with me in advance. If a family emergency or unavoidable work conflict prevents attendance for a class, I will consider this in your grade. The other half of this grading element will be your interest in active participation based on my observation of your efforts to participate and in yielding to others who also have things to say.

Each of the elements of grading will be given a numerical grade of 0 to 100 points to determine the letter grade for that element of your overall grade. The GSM standard for letter grades is included at the end of this syllabus. The points in each element will be weighed based on the % of that element to the total grade to determine the overall grade for the course. Each of the three (3) required topic discussions of 2 pages are worth up to 1/3 of the points for this category so that all three together have the potential of earning 100 points.

The topic discussions and term paper will be graded as follows:

Quality of sources 10%

Quality of analysis and conclusions 40 %

Quality of writing 40 %

Grammar and spelling 5%

Guidelines followed 5% (size, double spaced, pages numbered)

Note: The penalty for one week late is 5%, two weeks late is 10%, and three or more weeks late is 30%

INSTRUCTIONAL APPROACH

The management consulting industry has grown in size and encounter many changes in recent years since 2000. This industry is made up of large organizations operating globally, local and regional firms, and individual practitioners who operate independently or team with others on specific projects. In addition, many businesses have developed internal consulting organizations to provide services throughout their organizations. The expertise employed by management consultants ranges from general business advice to services involving very specific and sometimes highly technical advice and services.

The approach taken in this course is to follow two concurrent paths of exploration of the management consulting profession. One path will deal with the skills, techniques, attitudes and mindset that are considered important to the individual who becomes a management consultant. The two textbooks will provide the basis for this path supplemented by lecture and class discussion. The other path will introduce the nature of the management consulting industry and provide insights into how firms operate, what they specialize in, and what constitutes the value provided to a business by management consultants. This path will be based on lecture, guest lecturers, independent investigation on the Internet, and class discussion.

Several guest management consultants or business executives will join selected classes to expand the knowledge beyond the personal experience of the instructor.

GRADING SCALE

The following table provides guidance on the GSM grading system.

Grade	Grade Points	100-point Scale*
A	4.0	93-100
A-	3.7	90-92
B+	3.3	87-89
B	3.0	83-86
B-	2.7	80-82
C+	2.3	77-79
C	2.0	73-76
C-	1.7	70-72
D+	1.3	67-69
D	1.0	63-66
D-	0.7	60-62
F	0.0	< =59
FA	0.0	Failure because of excessive absences or failure to withdraw from the course.
*As a percentage of total points possible for the course.		

E-COMPANION

Students should keep their e-mail addresses in e-Companion up-to-date. This is important because these e-mail addresses are used in the end-of-the-course evaluation process. We will use e-Companion in this course to provide copies of Slides/Exhibits used in the classes and any changes in the class plans. Also, for some areas of the curricula, it may prove useful to have discussions using eCompanion.

POLICY ON ACADEMIC HONESTY

All students are responsible for familiarizing themselves with the University's policy on Academic Honesty. Please review the entire Academic Honest policy, which is reproduced at the following URL: http://www.thedallasmba.com/profile.cfm#Academic_Policies and in the Graduate School of Management section of the current *University of Dallas General Bulletin*. The following is reproduced from the *Bulletin*:

Plagiarism and cheating are extremely serious offenses and are not tolerated in the Graduate School of Management. Students who admit to having committed such offenses, or who are found guilty of them by the Academic Review Board, are subject to dismissal by the GSM Dean.

Plagiarism. Plagiarism is an attempt to claim as our own, ideas or writings that originate with others - is a serious offense against the academic community. Plagiarism is not lessened by paraphrase or even by an extensive rewriting of another's work. Whenever ideas or words are borrowed, the student must give credit by citing the source. All credentialed sources of information must be documented in order to give proper credit to the author. In addition to traditional sources of information (e.g., books, journals, magazine and news articles), this includes information accessed electronically through the Internet or other sources.

A student who submits plagiarized work is subject to disciplinary action as described in detail in the Graduate School of Management section of the *University of Dallas General Bulletin*.

Cheating. All work performed by a student to satisfy course or degree requirements must be the student's original work. This includes courses taught in any type of environment, including over the Internet. When plagiarism or cheating is found to have occurred, the student is subject to immediate dismissal from the Graduate School of Management, and the grade for the course or the work submitted is subject to change. If a degree or certificate has already been granted at the time the violation is discovered, the degree or certificate shall be revoked, regardless of the time that has passed.

When cheating is suspected, a formal procedure will be instituted, as described in detail in the Graduate School of Management section of the *University of Dallas General Bulletin*.

POLICY ON DISCRIMINATION AND EQUAL OPPORTUNITY

The University of Dallas is an equal opportunity, co-educational and Catholic institution of higher learning. It is open to students and faculty of all faiths, and does not discriminate in admissions or employment on the basis of race, color, sex, age, disability, or national origin.

POLICY ON THE AMERICANS WITH DISABILITIES ACT

The University of Dallas Graduate School of Management complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to your professor and the ADA Coordinator (972-721-5382), before the **second class** day.

1August 2005