

# Management Consulting

**Mgt. 6309:** *Offered Fall Trimester 2005*

## Course Description:

Management consulting is highly utilized in many organizations. 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.

## Management Consulting Today:

Following the business boom of the 1990's, the management consulting service industry has gone through significant change just as have the companies that they serve. However, the fundamentals of the management consulting processes remain constant. As the economy has been gaining strength in many industry and service sectors, the use of management consultants is showing strength. Recently, the largest 15 Management Consulting firms showed annual revenue in excess of \$75 billion.

## Course Objectives:

The objective of this course is to equip you with knowledge and a reference binder on management consulting that could be of future use in your career. The structure of this course will provide insight and practical application of knowledge in the following areas:

- Scope of the management consulting industry that is made up of large organizations operating globally, and other local and regional firms
- How individual practitioners who operate independently or team with others on specific projects provide services in this area.
- 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 that are considered important to the individual who becomes a management consultant.
- The methodology of management consulting and the importance of project management.
- What constitutes the value provided to a business by Management Consultants.

Several guest management consultants or business executives will expand the classroom experience beyond the personal experience of the instructor. The course will be based on lecture, discussion of readings, and independent investigations on the Internet and class discussion.

## Course reading:

Peter Block, ***Flawless Consulting: A Guide To Getting Your Expertise Used***, Second edition, Jossey-Bass/Pfeiffer, 2000 (ISBN 0-7879-4803-9)

Paul Pederson and others of Price Waterhouse, ***Better Change: Best Practices For Transforming Your Organization***, Irwin Professional Publishing, 1995 (ISBN 0-7863-0854-0 or ISBN 0-7863-342-5) *Note: Better Change is no longer available new and 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 charge in the GSM copy center.*

Also included in the course materials pack will be selected readings from other sources.

## **Principle modules covered in the course:**

1. Management Consulting as a business
2. The consulting process
3. Generating and winning consulting assignments
4. Conducting the project
5. Delivering results
6. Project and program management
7. The Consulting Business and Knowledge Management

## **Types of questions this course should help you answer:**

- What are the economics of a management consulting business?
- How do you market management consulting?
- What are the business agreements or contracts used to assure fairness for the consultant and the client?
- What are the different kinds of consulting firms and the specialties they employ?
- How much of management consulting is selling knowledge vs. doing specific work on an engagement?
- How do you plan and manage consulting projects involving a number of people?
- What are the ethical considerations of management consulting?

## **Instructor: Paul O. Pederson**

Paul has a broad range of experience in Management Consulting and was a senior partner of one of the largest global management consulting organizations, PricewaterhouseCoopers, prior to retirement in 2000. His experience with this professional firm spanned 38 years beginning on the West Coast and included starting and leading this firm's consulting practice in Dallas. During the 1990s he was a leader at a global level directing the team that supported the consulting methods and knowledge management needs of Management Consulting professionals who numbered in excess of 30,000 professionals.

His expertise is in business process development and re-engineering, benchmarking and best practices, systems analysis and development, project planning, knowledge management, and the management of change. His experience includes consulting in the Petroleum, Public Utilities, Real Estate, Law Firm and Computer Services industries. Since retiring from PricewaterhouseCoopers he has been actively involved as a board member of a local software company and several non-profit organizations, and consulting on the financing and development of a new manufacturing company being formed in China.

He is co-author of the books *Better Change: Best Practices for Transforming Your Organization*, Irwin Professional Publishing, 1995, and *Paradox Principles*, Irwin Professional Publishing, 1996. Also, he has published articles and been quoted in several books. Paul earned his B.A. in Accounting from the University of Washington, Master of Humanities from the University of Dallas, and is retired as a Certified Public Accountant in the states of Washington, California and Texas.