



Bentley College

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Department of Management

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MG 704 Management Consulting Skills Summer 2003 - Wednesdays, 6:00-9:30pm

INSTRUCTOR'S CONTACT INFORMATION

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COURSE DESCRIPTION

This course teaches the fundamentals of management consulting. Students learn the basics of internal and career consulting as well as how to be good consumers of consulting services. Topics include the consulting process; project, team and client management; the ethics of consulting; careers in consulting; and issues surrounding the use of consultants. Exploring the nature of consulting from the vantage points of both the consultant and client, the course is designed for graduate students who may be interested in a consulting career, find themselves serving as an internal consultant, do occasional consulting outside their primary job, or need to hire or work with external consultants. The also course seeks to produce savvy consumers of consulting services in addition to enhancing the skills needed for management consulting.

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.

PREREQUISITES

F-IAMBA: completed PDS 500 and all Business Fundamentals (BF 500-level) courses.
C-IAMBA: completed first year and scheduled to graduate before GR 630 ends
MS students: completed all pre-program courses required for degree program

REQUIRED TEXT AND MATERIALS

- 1) Block, Peter (2000). *Flawless Consulting* (2nd edition). San Francisco: Jossey-Bass/Pfeiffer. ISBN 0-7879-4803-9
- 2) Required Course Pack of Cases from Bentley Bookstore
- 3) "Measurement and Management at CitySoft" (#9-100-056) from Harvard Business School case collection.

EXPECTED SKILLS DEVELOPMENT

- Managing the Consulting Project
 - Contracting
 - Identifying and articulating organizational problems
 - Unearthing situation facts through effective data collection techniques
 - Using analytical frameworks to organize data analysis
 - Interpreting analyses
 - Developing implementable solutions
 - Creating buy-in for recommendations
 - Identifying political agendas in the client system
 - Managing egos
- Interpersonal consulting skills
 - Presenting yourself as a business professional
 - Teamwork (in-class and/or via e-mail)
- Understanding the consulting industry
 - Discussing the industry
 - Assessing personal fit with consulting industry
- Managing the firm
 - Identifying firm values
 - Identifying firm approach to consulting
 - Identifying the elements of a firm's business model

CLASS ATTENDANCE POLICY

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

- 1) inform the instructor before class, preferably by e-mail
- 2) submit a 2-3 page paper summarizing lessons learned from the reading and case analysis assigned for the missed class session (by the next class)
- 3) have a class member update you on what you missed in class

ACADEMIC HONESTY ENFORCEMENT POLICY

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

COURSE GRADING:

- 20% Consulting Contract – Individually, prepare a consulting engagement contract for the Ford case. The contract is due June 11 via e-mail to the instructor. Grading is based on the professional look of the contract, whether the content reflects all the critical elements, whether the contract reflects the advice provided by Block, and whether a client will view the contract favorably.
- 20% Kickoff Meeting Presentation - Assigned teams are to prepare the client meeting to kickoff the project Ford consulting project with the assumption that a contract

was accepted. On June 18, the rest of the class will take the client's role and interact accordingly. Grading is based on professionalism of communication skills, whether the client will feel good about the project, and whether the project seems well planned.

- 20% Final Case Executive Summary – This individually produced paper entails analyzing a comprehensive case. The 3-5 page executive summary with additional appendices, if necessary, should describe the critical issues and present a convincing argument for what should happen next. Grading is based on application of course concepts. The paper is due July 16.
- 20% Final Case Feedback Session – On the last day of class, July 23, each assigned team will present its solution for the situation described in the Deloitte & Touche case to the class in a 15-20 minute presentation. Grading is based on logic, presentation flow, presentation slides, Q&A responses, and professionalism.
- 20% Preparation and Class Participation – You have the opportunity to share your insights with the class during case discussions and class activities. Consulting is a highly interactive activity so you are expected to practice “on your feet” thinking, questioning, and responding during class.

COURSE OUTLINE

- May 21 **Course Overview**
Preparation: Read Block Chapters 1 & 18 and Tim Blanchard case
Questions to consider: What are your preconceived notions about consulting as you enter the course? What individual factors define a successful career in consulting? How does Tim Blanchard rate? How are consultants similar/different than managers? What are your personal strengths and weaknesses for consulting?
- May 28 **Context Issues: Roles, Approaches and the Firm**
Preparation: Read Block Chapters 2 & 3 and Maria Hernandez case
Questions to consider: According to Block, what consulting approach does Maria Hernandez' firm use? What are your answers to the questions at the end of the case about the financial condition of her firm? What practices can she borrow from larger consulting firms to strengthen her firm? How do firms grow? What kinds of risks are clients subjected to when dealing with small firms? Larger firms?
- June 4 **Entry/Contracting Phase, Scoping a Project**
Preparation: Read Block Chapters 4, 5 & 10 and Ford (A) case
Questions to consider: What consulting approach is most appropriate in this case? What does the client want from Cruji? Is that what client needs? How prepared is Cruji to produce what the client wants/needs? Who are

the stakeholders in the case that must be pleased? Who needs to be included in the data collection? How?

- June 11 **No class**
Use time for teamwork to prepare contract meeting session
Due: Written consulting contract for Ford case submitted via e-mail (individual assignment)
- June 18 **Discovery Phase (& Data Collection Techniques)**
Preparation: Team presentations of contract meeting
- June 25 **Frameworks for Analysis and Organizational Diagnosis**
Preparation: Read Block Chapter 11 and CitySoft case
Questions to consider: What are the important goals for CitySoft? What are the decisions facing CitySoft? What information are they currently tracking through regular reporting? What else needs to be reported to be prepared to face critical decisions? Compare Project A and B profitability. What pricing contract is best plan for CitySoft? Why?
- July 2 **Feedback and Action Planning**
Preparation: Read Block Chapters 13 & 14 and Consulting for George Lancia case
Questions to consider: What should George do? Create a complete implementation plan for your recommendations. What resistance is likely at various steps? How can you be prepared to deal with anticipated resistance in this case? What tone should be used with George at the feedback session? Who should be present at the feedback session? What advice does Block have that is especially important in this case?
- July 9 **Client and Team Management**
Preparation: Read Block Chapters 6, 7, 8 & 9 and Tough Team (A) case
Questions to consider: Who is the client? What are the problems? What are your options? What is your solution? What is Block's advice to you for this case?
- July 16 **From Start to Finish**
Preparation: Read Deloitte & Touche case and prepare written 3-5 page executive summary for a grade
Note: Class time allotted for team presentation preparation
- July 23 **Course Conclusion**
Final Case Feedback Session Presentations by teams

ADDITIONAL RESOURCES: For your reading pleasure.

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.

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.

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.
- 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.