OBJECTIVES

This course aims to familiarise students with the consultancy industry, both from an academic and from a practical perspective. The course draws on the latest relevant research to give students an understanding of the role of consultants in the management knowledge industry and of the functioning of consulting as a businesses activity.

COURSE OUTLINE AND TEACHING METHODS

The lectures for “Introduction to Consulting” will take place in seven 3-hour sessions, grouped in three blocks in weeks 2 and 7 of the Autumn term and week 2 of the Lent term. Exact times and rooms can be found on your schedules and/or the information board. The lectures will put the consultancy industry into its context and look at how consultancies have evolved and expanded. They will also examine how consulting companies operate and are structured internally. In a number of sessions, lectures will be complemented with videos and classroom discussions of specific articles or case studies.

The course convenor is Dr Matthias Kipping. He will be available to answer all your questions in person before or after the lectures. In addition, you can contact him by e-mail at matthias.kipping@upf.edu

ASSESSMENT

Evaluation is based on continuous assessment and a written exam in May, carrying weights of 30 and 70 per cent respectively. In the final exam, student will have to answer two out of five questions within two hours. The continuous assessment consists of two parts, each counting for 15% of the total mark: a 20-minute case-study presentation during week 2 of the Lent term to be prepared in small groups of students; a two-page paper (double-spaced, 12 pt Times Roman), based on the individual work of each student. In the paper you should examine the website of a consultancy of your choice, answering the following questions:

- what kind of image the consultancy is trying to portray through its website (please focus on the major features/attributes), and
- how this is done, e.g. which words are used frequently, what is the visual support (pictures, colours, animation), what are the (success) stories told.

The paper has to be handed in to Mrs Margaret Gallagher no later than 12 noon on the last day of the Autumn term (Friday, 9 December 2005).
The evaluation of the presentations will be based on their clarity and succinctness (talking for more than 20 minutes will be penalized) and on the quality of the underlying analysis and on whether the proposed solutions are both appropriate and innovative.

**Reading**

In preparation for the course and in order to familiarize yourself with the consulting industry, you might want to read the following books:


James O’Shea and Charles Madigan, *Dangerous Company. The consulting powerhouses and the businesses they save and ruin*, London, Nicholas Brealey, 1997 [An overview of the major consulting firms]

All of the relevant readings are in the course pack, which you will receive at the beginning of term. They are marked with * in the reading list below. In order to better follow the lectures and participate in classroom discussions, it is helpful if you read the required reading before the corresponding lecture. It is strongly suggested that you read all of them in preparation for the exam. Much of the additional background reading is contained in the following volume:


Copies of the additional readings will be made available in the Reading Room.

In addition, you might want to have a look at the following practice-oriented overview of the industry and its major tools:


Copies of all these two books should be available in the bookshop and in the short loan collection of the Library.

As Reading students, you have also access to the specialist publication *Management Consultant International*, which contains a lot of useful data. Please check with the Reading Room, how to best access the website: [www.consultingcentral.com/mcio/index_mci.html](http://www.consultingcentral.com/mcio/index_mci.html)

Finally, for links to the websites of all the major consultancies and other useful information on the industry see: [www.gsb.uchicago.edu/student/mcg/pages/industry.html](http://www.gsb.uchicago.edu/student/mcg/pages/industry.html)
SESSIONS 1-3: CONSULTANTS AND THEIR MARKETS

Session 1: Introduction (Thursday, 13 October 2005)

Background Readings:
* Staffan Canback, “The Logic of Management Consulting”, Journal of Management Consulting 10, Nos. 2 (November 1998) and 3 (May 1999), pp. 3-11 and 3-12
* Alfred Kieser, “Managers as Marionettes? Using Fashion Theories to Explain the Success of Consultancies”, in: Kipping and Engwall (eds.), Management Consulting, chapter 10

Session 2: The Management Knowledge Industry (Friday, 14 October 2005)

Video: Masters of the Universe 1: The Outsiders, Part 1

Please read the following article in preparation for the lecture!
* John Micklethwait and Adrian Wooldridge, The Witch Doctors. What the management gurus are saying, why it matters and how to make sense of it, London, Heinemann, 1996, chapter 2

Additional Readings:
* Timothy Clark and David Greatbatch, “Collaborative Relationships in the Creation and Fashioning of Management Ideas, Gurus, Editors, and Managers”, in: Kipping and Engwall (eds.), Management Consulting, chapter 8

3. Evolution and Expansion of the Consulting Industry (Saturday, 15 October 2005)
**Video: Masters of the Universe 1: The Outsiders, Parts 2-3**

*Please read the following article in preparation for the lecture and classroom discussion!*


**Additional Readings:**


Matthias Kipping, “Consultancies, Institutions and the Diffusion of Taylorism in Britain, Germany and France, 1920s to 1950s”, *Business History* 39, No. 4 (October 1997), pp. 67-83


Christopher Wright, “Promoting Demand, Gaining Legitimacy, and Broadening Expertise: The Evolution of Consultancy-Client Relationships in Australia”, in: Kipping and Engwall (eds.), *Management Consulting*, chapter 11

**SESSIONS 4-5: OPERATIONS OF CONSULTING FIRMS**

**4. Internal Structures and Hierarchies (Thursday, 17 November 2005)**

*Please prepare the following article for classroom discussion!*


**Additional Readings:**

Matthias Kipping and Ian Kirkpatrick, “From Taylorism as Product to Taylorism as Process: Knowledge Intensive Firms in a Historical Perspective”, paper presented at the EGOS Colloquium, Ljubljana, July 2004


**5. Recruitment, Training and Promotion (Friday, 18 November 2005)**
Please read the following case as a basis for classroom discussion!


Video: Masters of the Universe 2: Joining the Firm

Additional Readings:

Cristina Crucini, “Knowledge Management at the Country Level: A Large Consulting Firm in Italy”, in: Kipping and Engwall (eds.), *Management Consulting*, chapter 7


SESSIONS 6-7: KNOWLEDGE MANAGEMENT (DATES TO BE ANNOUNCED)

Background Readings:


Each group needs to prepare the assigned case for presentation!

“Knowledge Management at Arthur Andersen (Denmark): Building Assets in Real Time and Virtual Space, INSEAD, 1997 (Ref. 397-001-1)

“A case study of Knowledge Management at Cap Gemini Ernst & Young”, University of Navarra, IESE, 2002 (Ref. 302-164-1)

“Managing Knowledge at Booz-Allen & Hamilton: Knowledge On-Line and Off”, INSEAD, 1999 (Ref. 499-020-1)


Questions:

- Why did these consultancies decide to introduce a knowledge management system?
- What kind of system was established initially and how did this system change over time?
- What have been the advantages and disadvantages of each of these systems?
- What would be your suggestions regarding the future developments of knowledge management in the consultancy?