MG 340B-002 Introduction to Management Consulting Skills
Spring 2005 – Thursdays, 6:30-8:50pm; SMI 116

INSTRUCTOR’S CONTACT INFORMATION
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Office Hours: By appointment

COURSE DESCRIPTION
This course introduces students to the fundamentals of management consulting. Students will learn about the basics necessary for internal and career consulting and to be good consumers of consulting services. Course topics include the consulting process, skills for project, team, and client management, the ethics of consulting, careers in consulting, practice areas in the consulting industry, and issues surrounding effective use of consultants. Students will explore the nature of consulting from the consultant and client views. The course is intended to produce savvy consumers of consulting services in addition to enhancing the skills needed for management consulting. Case studies and experiential exercises will be used extensively.

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.

COURSE OBJECTIVES
Knowledge
- Trace the history of consulting industry
- Describe the steps of the consulting process
- Understand various ways to manage the consulting project
- Assess personal fit with the consulting industry

Skills
- Managing the Consulting Project
  - Create a consulting contract
  - Identify and articulate organizational problems
Discover situational factors through effective data collection techniques
Organize data analysis using analytical frameworks
Interpret analyses
Develop implementable solutions
Create buy-in for recommendations
Identify political agendas in the client system
Manage egos

Interpersonal consulting skills
Present yourself as a business professional
Work effectively in a team

Managing the firm
Identify firm values
Identify firm approach to consulting
Identify the elements of a firm’s business model

Attitudes
Develop an appreciation for the complexity of managing a consulting process
Develop an appreciation for client difficulties

REQUIRED MATERIALS


4. “Consulting for George Lancia” (Order directly from Ivey cases – http://www1.ivey.ca/cases/cps.asp?pvar=Main)

ACADEMIC HONESTY ENFORCEMENT POLICY
All graded work for this class is to be completed without assistance from anyone. The college Honesty Policy (http://ecampus.bentley.edu/shandbook/pdf/SH51-53.pdf) provides examples of what constitutes dishonest behavior and the college procedures for handling dishonesty.
ACADEMIC ADJUSTMENTS OR ACCOMMODATIONS
Any student eligible for and needing academic adjustments or accommodations because of a disability is required to meet with Chip Kennedy, Coordinator of Disability Services, in LaCava 166, within the first three weeks of the semester. Also, inform the instructor of any potential accommodations that may be needed within the first three weeks.

POLICY FOR ATTENDANCE AND MAKE-UP WORK
A large part of the course involves classroom interaction. This means that regular attendance is essential to pass the course. If you must miss a class for a valid reason,

1) inform the instructor before class that you will be missing class, preferably by e-mail
2) by the next class, submit a 1-3 page paper summarizing a)lessons learned from the reading assignment for the missed class session and b)lessons from any class exercises you missed - interview a classmate to complete this part.
3) Note: more than 2 absences will result in a zero for participation, even if make-up work is submitted

COURSE GRADING:
20% Application Paper (due March 3)
30% Case Analysis paper (due April 28)
30% Attendance and Participation – Online discussion of cases is available for those who prefer to listen rather than talk in class. (Note: more than 2 absences will result in a zero for participation even if make-up work is submitted)
20% Final Paper (due May 12)

Assignment Sheets for the Application Paper and the Cases Analysis paper will be distributed in class and posted on Bb.

COURSE OUTLINE- (Subject to change)

Course Introduction
January 27 – Course expectations; Course topics overview; skills assessments

The Consulting Industry History
February 3 - Read Case 1.1 McKinsey & Company: An Institution at a Crossroads; case analysis instruction
February 10 - Read Case 1.2 Marketing at Bain & Company

Practice Areas of Consulting
February 17 - Read Case 2.1 BAE Systems (IT Consulting) and Case 2.5 Vandelay Industries, Inc. (Operations Consulting)
February 24 - Read Case 2.2 Mega Corporation (Strategy Consulting) and Case 2.3 Hunter Business Group (Marketing Consulting)
March 3 – Read Case 3.1 Bob Baker (Internal Consulting); introduction to the change process

The Consulting Process
March 10- no class; Application Paper due
March 24 - Read Case 3.3 Deloitte & Touche Consulting Group
March 31 – Read George Lancia case (order from Ivey website)
April 7 – Read Case 4.1 Case of the Retiring CEO
April 14 – Read Case 4.4 Datavision

*The Consulting Life*
April 21 - Read Case 5.2 Tim Hertach at GL Consulting
April 28 – Cases analysis paper due; Read “Career Strategies and Tactics in Professional Services Firms” and “The First Six Months: Launching a PSF Career” (order from Harvard)
May 5 – Final thoughts and wrap-up exercise
May 12 – Final paper due

**ADDITIONAL RESOURCES:** For your reading pleasure.

*Consultants News*
*Consulting Magazine*
*Consulting to Management – C2M*


