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

INSTRUCTOR'S CONTACT INFORMATION
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Office Hours: By appointment

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
2) Required Course Pack of Cases from Bentley Bookstore
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.


