

Claremont Graduate University
Peter F. Drucker and Masatoshi Ito Graduate School of Management
MBA Program

Mgt. 396A
2 unit course (Spring 2008)

MANAGEMENT CONSULTING – Profession and Practice

Mr. Joseph Lee (Adjunct Professor)

Mondays 7-10 PM

Tel: (818) 917-6866

email: joseph.lee@cgu.edu

Course Syllabus

PURPOSE OF THE COURSE

The purpose of this course is to help the student understand some of the fundamental concepts, processes, and practices involved in the delivery of consulting services.

- Gain an understanding of the Consulting Business and Industry
- Learn and apply key tools to become a successful consultant
- Learn to manage client expectations
- Develop a practical approach to solving business problems

GOALS

The course will be targeted toward those who are interested in pursuing the field of consulting, and for those who wish to develop their consulting skills that are increasingly becoming important in today's project-focused and cross-functional approach taken by businesses. By the end of the course, the participant should be able to:

- Intelligently discuss the consulting business with any business person
- Develop team working skills within a highly fluid and evolving environment—ability to bring order to a chaotic situation
- Conduct basic tasks such as:

- Preparing meaningful, concise, and focused meeting notes
- One-on-one interviews with client/subjects
- Drafting proposals, incorporating scope of work, fees, timing, client commitment and terms & conditions
- Preparing a high-level project management chart, high-lighting key milestones, resource commitments, and process ownership
- Drafting a section of a major report (deliverable), summarizing findings, with analyses, keeping in mind quality assurance and professional practice standards
- Acquire the confidence and skill to use process management techniques to tackle any problem, small or large, in a systematic manner

The student's goal should be to be able to walk out of this class and function as a real world consultant, whether in a private/public sector environment or in the professional services industry.

COURSE MATERIALS

The required course pack containing cases and readings must be purchased at Huntley Bookstore.

There is no required textbook for this course. Mr. Lee will present the relevant concepts and analytical techniques in class throughout the course.

We will use selected chapters from the following books:

(1) *Handbook of Management Consulting Services*, Sam W. Barcus III and Joseph W. Wilkinson, Editors-in-Chief, McGraw-Hill, Second Edition 1995. (this book is a collection of chapters written by professionals and business professors with detailed practical guides to various segments of the consulting life cycle)

(2) *Managing the Professional Services Firm*, David H. Maister/Robert M. Grant, Free Press Paperbacks, First Edition, 1997

(3) *Management Consulting-A Guide to the Profession*, Edited by Milan Kubr, International Labour Organization, Second Edition 1986

(4) *MBA Field Studies, A Guide for Students and Faculty*, Edited by E. Raymond Corey , Harvard Business School Publishing Division, 1990

Other sample hand-outs will be distributed in class. HBS cases will be used as needed. Sample Engagement Letters and Professional Practice forms will be included in the course packet.

Grading

| | | |
|----------------------|-----------------------------|-----|
| Team Score 40% | Teamwork | 20% |
| | Technical Competence | 10% |
| | Deliverables & Presentation | 10% |
| Individual Score 60% | Class contribution | 35% |
| | Final Presentation | 15% |
| | Final Paper | 10% |

COURSE STRUCTURE AND OUTLINE

Class 1

Focus: Introduction to Consulting Business (Defining our market)

Case: Andersen's EMEA reorganization (#396007)

Class 2

Focus: The Consulting Business Model

Case: See Below

Class 3

Focus: The Sales Cycle

Class Exercises: See Below

Class 4

Focus: Project Delivery

Class Exercises: See Below

Class 5

Focus: Consulting Operations

Class Exercises: See Below

Class 6

Focus: Selling Your Firm

Class Exercises: 5 minute elevator speech

Class 7

Focus: The Final Deliverable and Presentation

Class Exercises: Team Presentations (20 minutes per team)

COURSE POLICIES AND PERFORMANCE EXPECTATIONS

IMPORTANT:

Anyone who does not adhere to the following course policies and performance expectations will receive an unsatisfactory grade.

Teaching methodology

Consulting is a unique field of work. Consultants are hired by clients to help solve problems. The entire class will be run like a consulting workshop. My role is less of an instructor, but more of a facilitator to help you deploy the skills that you have acquired and to focus your energy into real life problem solving.

Class participation is the key to our collective learning process. As in the real world, those who remain silent will not be recognized by their superiors and will miss out on bonuses, raises, and promotions; in our case, that will be a good grade.

Teamwork is vital in today's environment. Cross-functional teams are formed across all types of entities to help resolve complex problems. The first step we will take will be to form teams within the class. Each team shall consist of 5-8 individuals. I expect that the class will have 3-4 such teams. I want the teams to have as much diversity as possible. A team consisting only of accounting or finance majors will not add to the experience. Likewise, given the diversity of the students, a team of individuals from one geographic region will also defeat the purpose.

The teams will stay together throughout the remainder of the term (7 weeks). Preparations for the following week's lesson shall be done as a team. This does not mean that you have to be together throughout the preparation. It simply means that your efforts should be well coordinated and that each member contributes a fair share.

There has not been a plethora of academic research done on the consulting business. Reading materials are intended to help provide the students with sufficient background information on specific consulting practice areas and terminology. Case studies will be used, but not extensively. I will do my best to have 2 or 3 guest speakers from the consulting industry during the 7-week course.

The primary mode will be to “do”. I hope to have secured commitments from field study clients so that we can all actually participate in consulting projects. I have no such commitments now. We may have them prior to the start of the course; or we may not.

If we get projects, we plan to extend this to a 4-unit course, and the Field Study will be a critical portion of your final grade.

There are no tests and no papers in this class. 40% of your grade will be given to you as a member of the team. Everyone in the team will get the same grade. 35% of your grade will be based on class participation (including the individual presentation), and 15% will be based on your final presentation and another 10% on a final consulting memo.

The final memo will be a communication from you as a member of a consulting firm to a client. You will be given the topic prior Class #4. I expect that the memorandum will be concise, to the point, and reflect your understanding of the topic.

Please be reminded that oral and written communication is an integral part of being a successful consultant. A memo, even though carefully researched and rich in content will not be valued if full of grammatical and spelling errors, or if the writing style confuses the reader. Likewise, presentations and class participation shall reflect not only your understanding of the subject, but your ability to set forth your arguments persuasively.

Absence from class

(a) Class absence hurts not only the quality of your learning, but that of your classmates as well. Please make every effort not to miss class.

(b) Since this is only a 7 week course, **a maximum of ONE class absence is permitted.** If you miss a second class for whatever reason (INCLUDING ILLNESS), **you will be dropped from the course.** If you miss part of a class, it will count as a missed class.

(c) The instructor must be informed **in advance** if a class must be missed, and the student bears the responsibility for getting up to speed on the missed material and class discussion. Assistance from classmates should be sought for this purpose as necessary.

Contributions in class

Talking in class does **not** automatically count as contribution. If talking reveals inadequate preparation, repeating points made by others, inattentive listening or lazy thinking, it will **lower** your class contribution grade. Mere attendance in class without any contribution is unacceptable. Please come to class **thoroughly prepared to contribute actively in every class**. These important ground rules will be followed:

(a) Instructor will usually ask someone to open the discussion, and will then ask others to either agree or disagree with the opening statement, and join the discussion.

(b) **Please raise your hand and wait for the instructor to call on you**. This will allow the instructor to get everyone involved in the discussion, rather than it being dominated by a few individuals.

(c) **Please do not repeat a point already made by someone else**. Instead, try to add value by either extending a line of argument being developed, or disagreeing with it or challenging it.

(d) **Please do not repeat what is clear in the case, book or reading**. Instead, add value by presenting your inferences, implications and criticisms. Cite the evidence for your position. Is it based on facts, beliefs, opinions, or hope?

Course grade

One-half of your grade for the course will be based on the value added by the frequency, consistency and **quality** of your class contributions.

CLASS ASSIGNMENTS

Class 1

Focus: Introduction to Consulting Business (Defining our market)

Case: Andersen's EMEA reorganization (#396007)

Class Assignments:

- Read the Andersen Case:
 - o What are the challenges facing Andersen?
 - o What type of industry reorganization is occurring in the consulting business at this time?
- Read Chapters 1-2 in Handbook
- Research: Pick one consulting firm (over 1,000 professionals globally) and complete the following:
 - o -what type of practice?
 - o -who are its competitors?
 - o -who is the market leader?
 - o -what is its challenge?
- What types of consulting firms exist? How is the market defined? What are the barriers to entry?
- What are the common characteristics of successful firms?
- We will form 3 teams of 5-7 members each (depending on overall class size)

Class 2

Focus: The Consulting Business Model

Case: TBD

Class Assignments:

- Read David Maister's Strategy presentation
- Read Chapters 14,16 in *Handbook* (proposal / Engagement documentation)
- Scan Chapter 15 in *Handbook*; read Tables 15-1 and 15-3
- Read Chapters 5,6 in *Management Consulting*
- Sample Project Budgets
- Sample Engagement Letter
- Team Projects
 - Draft an engagement letter

Class 3

Focus: The Sales Cycle

Class Assignments:

- Read Chapters 6-9 in *Handbook (Consultative Skills)*
- Read Chapter 7 in *Management Consulting*
- Sample Consulting Firm Sales presentations
- Sample Consulting Firm Sales process
- Research Consulting firm web-site for product description
- Team Project – Prepare for and Conduct a Proposal Presentation:
 - Team A IT Consulting Firm proposing services to
 - Team B Strategy Consulting Firm proposing services to
 - Team C Risk Advisory Firm proposing to
 - Clients: Field Study clients or Toyota Motor Sales; Honda; Country-wide;
 - Powerpoint, 10 minute presentations
 - Defining Scope
- Focus on known problems, known capabilities,
- What are the crucial elements of a sales cycle?
- How important is client relations?
- Who are you selling to?
- Why does the client want to hire an outside consultant?

Class 4

Focus: Project Delivery

Class Assignments:

- Read Chapters 8-10 in *Management Consulting*
- Sample Consulting Firm Project Plans
- Keys to Project Management
 - Conflict Resolution
 - Client Communication
 - Client Responsibilities
 - Professional Practice
 - Training
 - Staffing

- Organizing the Client Meeting
 - Setting Client Expectations
 - Roles & Responsibilities
- Team Project:
 - Prepare for and Conduct a status meeting

Class 5

Focus: Consulting Operations

Class Assignment:

- Read Chapters 20,21, 23,24,25 28 in *Management Consulting*
- Sample Consulting Firm P&L
- Sample Consulting Firm Staffing Plan
- People:
 - Training
 - Promoting

Class 6

Focus: Selling Your Firm

Class:

- Read Chapter 22, pick any 2 Chapters in Part III (Consulting in Various Areas of Management) and read
 - 5 minute elevator speech
 - Individual Projects
 - 5 minute presentation with one of following topics
 - Pick a Fortune 1000 company
 - You have a chance to 5 minutes meeting with the CEO
 - You are a manager at XYZ firm (choose one of the major ones)
 - XYZ Firm specializes in (one of the chapters you picked from Part III)

Class 7

Focus: The Final Deliverable and Presentation

Case:

- Read Appendix 9, 10 from *Management Consulting*
 - Team Presentations (20 minutes per team)
 - Written Deliverable / Report
 - Executive Summary + Power Point Presentation