MANAGEMENT CONSULTING 94-808

FALL 2017

Heinz College, Carnegie Mellon University
Monday, 6:00 – 8:50 p.m., Section A, 12 Units

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Description
This is an applications course exploring the profession of management consulting. The course is designed to provide a framework for understanding the art and science of providing management counsel to client organizations in the public and private sectors.

Course Objectives
1. Expose students to the classical literature of the profession.
2. View problems from the perspective of practicing experts in the field.
3. Prepare solutions to case studies utilizing acquired technical expertise and experience.
4. Apply course theories and principles to provide consulting services to actual clients.

Learning Outcomes
1. Define management consulting and understand why and how consultants are utilized
2. Apply a consulting process framework to an actual client engagement
3. Understand the value of stakeholder engagement and how to apply it
4. Develop a proposal and work plan for a consulting project
5. Learn, practice, and refine skills for client engagement and project management
6. Learn and apply discovery techniques and qualitative/quantitative research skills
7. Make effective presentations to client organizations

Resources


Evaluation
Student evaluation will be based on the following criteria:

- Research Review ................................................................. 5%
- Client Proposal ........................................................................ 15%
- Case Study 1 ........................................................................ 15%
- Case Study 2 ........................................................................ 15%
- Class Participation ............................................................... 20%
- Consulting Assignment Evaluation ........................................ 30%
# Outline and Readings

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic and Assignments</th>
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<tbody>
<tr>
<td>Aug. 28</td>
<td><strong>Introduction to the Profession</strong></td>
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<td>• Introduction and purpose of course</td>
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<td>• Review syllabus</td>
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<td>• Definition, roles, purpose of profession</td>
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<td>• Uses of consultants – public sector, private sector, and internal consulting</td>
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<td>• Introduce client projects</td>
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<td>Sept. 4</td>
<td><strong>Labor Day – No Class</strong></td>
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<td>May attend Section B on Tuesday, Sept. 5 or view video of lecture</td>
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<td>Sept. 5</td>
<td><strong>Development of the Profession</strong> (video or optional attendance in 1005 HBH)</td>
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<td>• History and development of the profession</td>
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<td>• Consulting roles and culture</td>
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<td>• Professionalism and ethics</td>
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<td>• Service Quality</td>
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*Flawless Consulting*, Chapters 1-3, 7.


Sept. 11  Consulting Process – Entry and Contracting

- Types of projects and project cycles
- First client meetings
- Assignment strategy and plan
- Proposal development
- Consulting contract
- Introduce Bonner case
- Introduce Research Review
- Introduce Client Proposal

*Flawless Consulting*, Chapters 4-6

*Bonner* case, www.flawlessconsulting.com


Sept. 18  Consulting Process – Discovery and Dialogue

- Diagnosis
- Data gathering techniques
- On-site interaction
- Discuss Bonner case
- *Research Review* Due 6:00 PM (submit via Blackboard and hard copy in class)

Guest:  Mark F. DeSantis, Ph.D., Chief Executive Officer, RoadBotics; Adjunct Professor, Heinz College, Carnegie Mellon University

*Flawless Consulting*, Chapters 10-12.


Sept. 25  Consulting Process – Analysis and Decision to Act

- Developing and gathering alternatives
- Presenting action proposals to the client
- Work plans and project costing
- Client Proposals Due by 6:00 PM (submit via Blackboard and hard copy in class)

Guest: Joanna Huss, Founder and CEO, The Huss Group


Andrews, Margaret. 6 tools every business consultant should know. Harvard Division of Continuing Education, The Language of Business blog, January 2012.


Oct. 2  Consulting Process – Engagement and Implementation

- Management of projects
- Presentations and communicating with clients
- Implementing your recommendations
- Ongoing client contact and service
- Team effectiveness
- Introduce Case Study 1

Guest: Joseph M. Grant, Vice President and Senior Operations and Business Support Manager, PNC Financial Services Group

Flawless Consulting, Chapters 16-17.


Oct. 9  Industry

- View of management consulting world, synopsis of industry, types of firms
- Key industry challenges
- Key success factors
- Assign client projects
- Introduce Bonner case
- Introduce Research Review
- Case Study 1 Due by 6:00 PM (submit via Blackboard and hard copy in class)

Guest: Thomas E. Rodenhauser, General Manager, ALM Consulting Intelligence


Oct. 16  Consulting Process – Extension, Recycle, or Termination

- Time for withdrawal
- Final reporting
- Evaluation

Guest: Murugan Subramanian, Manager, Healthcare Advisory, EY

Oct. 23  Change Management and Resistance

- Leadership
- Stakeholder engagement
- Utilizing resources
- Developing support
- Institutionalizing change
- Discuss Case Study 1

Guest: Ned Laubacher, Principal, Health Spectrum Advisors


Oct. 30  Project Status

- Interim project presentations
- Introduce Case Study 2

Nov. 6  Creating Value for Yourself and the Firm

- Firm growth strategies, sales skills
- Managing a firm
- Professional development and staying current
- Developing areas of unique expertise
- Case Study 2 Due by 6:00 PM (submit via Blackboard and hard copy in class)


Nov. 13  Legal and Ethical Issues

- Legal risks and management
- Client privilege issues
- Professional ethics
- Discuss Case Study 2

Guest: Morgan Hanson, Director/Attorney, Cohen & Grigsby, P.C.

*Briscoe v. LaHue*, 460 U.S. 325, 75 L.Ed.2d 96, 103 S.Ct. 1108, 1983.
MacDonald, Elizabeth and Paltrow, Scot J. Ernst & Young advised the client but not about some big conflicts. The Wall Street Journal, August 10, 1999.

Nov. 20  Client's Perspective

- Selection of consultants
- Effective management of consultants
- Evaluation of performance
- Use of consultants
- Maintaining independence and objectivity

Guests:
- Gary L. Evans, Senior Vice President, Microbac Laboratories, Inc.
- Brig. Gen. Ralph Pasini, USAF (Ret.), Former Vice Director, Operational Plans and Interoperability Directorate for Joint Chiefs of Staff
- Kenneth A. Zalevsky, Director of Technology, Bayer HealthCare, LLC


Nov. 27  Final Consulting Project Presentations
Final presentations on consulting projects
Guests: Clients

Dec. 4  Final Consulting Project Presentations – Last Day of Class
Final presentations on consulting projects
Guests: Clients

ACADEMIC INTEGRITY

Plagiarism and other forms of academic misrepresentation are taken extremely seriously. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or assignment or as cheating on an examination, regardless of whether it is a take-home or in-class examination. The punishment for such offenses can involve expulsion from the program. There are many other ways in which a violation can occur.

Academic Dishonesty: Students are expected to maintain the highest ethical standards inside and outside the classroom. Cheating on exams and term papers (i.e. plagiarism and unauthorized collaboration) is obviously discouraged and will be treated appropriately. The usual penalty for violations is a failing grade for the particular assignment in question; however, in some instances, such actions may result in a failing grade for the course. All violations will be reported to the Associate Dean in accordance with Heinz College and University policies.

DEADLINES AND ACCOMODATIONS

All assignments are due by the dates shown in this syllabus unless modified in class by the instructor. If it is anticipated that an assignment may be turned in late due to an extenuating circumstance, such as illness, contact the instructor immediately. If special accomodations are required, please refer to the University’s policy on accomodations and statement on student wellness and notify the instructor of any needs.