MANAGEMENT CONSULTING 94-808

FALL 2014

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.

Resources


Suggested Readings

The following are not required but suggested sources on consulting: Consulting, IMC USA Daily Tips for Consultants, The Wall Street Journal, Fortune, and Business Week.

Evaluation

Student evaluation will be based on the following criteria:

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

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<tr>
<th>Date</th>
<th>Topic and Assignments</th>
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| Aug. 25 | **Introduction to the Profession**  
- Introduction and purpose of course  
- Review syllabus  
- Definition, roles, purpose of profession  
- Uses of consultants – public sector, private sector, and internal consulting  
- Introduce client projects |
| Sept. 1 | **Labor Day – No Class**  
May attend Section B on Tuesday, Sept. 2 or view video of lecture |
| Sept. 2 | **Development of the Profession** (video or optional attendance in 236 HBH)  
- History and development of the profession  
- Consulting roles and culture  
- Professionalism and ethics  
- Service Quality  
*Flawless Consulting*, Chapters 1-3, 7.  
Sept. 8  Consulting Process – Entry and Contracting

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

Flawless Consulting, Chapters 4-6
Bonner case, www.flawlessconsulting.com


Sept. 15 Consulting Process – Discovery and Dialogue

- Diagnosis
- Data gathering techniques
- On-site interaction

Guest: Mark F. DeSantis, Ph.D., CEO, kWantera; Adjunct Professor, Heinz College, Carnegie Mellon University

Flawless Consulting, Chapters 10-12.

Sept. 22  
**Consulting Process – Analysis and Decision to Act**

- Developing and gathering alternatives
- Presenting action proposals to the client
- Work plans and project costing
- *Research Review* Due

Guest: Ned Laubacher, President & CEO, Health Spectrum Advisors, LLC


Sept. 29  
**Industry**

- View of management consulting world, synopsis of industry, types of firms
- Key industry challenges
- Key success factors
- Introduce *Case Study 1*
- *Client Proposals* Due by 6:00 PM

Guest: Thomas E. Rodenhauser, Vice President of Consulting and Editor of *Consultants News*, Kennedy Information, Inc.


Oct. 6  Consulting Process – Engagement and Implementation

- Management of projects
- Presentations and communicating with clients
- Implementing your recommendations
- Ongoing client contact and service
- Team effectiveness
- Case Study 1 Due in hard copy by 6:00 PM

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

Flawless Consulting, Chapters 16-17.


Oct. 13  Consulting Process – Extension, Recycle, or Termination

- Time for withdrawal
- Final reporting
- Evaluation
- Discuss Case Study 1

Guest: Murugan Subramanian, Vice President of Strategy and Business Development, Axiom Health


Oct. 20  Project Status

- Interim project presentations
- Introduce Case Study 2
Oct. 27  Change Management and Resistance

- Leadership
- Stakeholder engagement
- Utilizing resources
- Developing support
- Institutionalizing change
- Case Study 2 Due in hard copy by 6:00 PM

Guest: Edward D. Roach, Ph.D., Consultant, Retired university president

Flawless Consulting, Chapters 8-9.


Nov. 3  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
- Discuss Case Study 2

Flawless Consulting, Chapters 18-19.

Nov. 10  Legal and Ethical Issues

- Legal risks and management
- Client privilege issues
- Professional ethics

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. 17  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 & Business Transformation Executive, PNC Financial Services Group (Retired)
- 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. 24  Final Consulting Project Presentations

- Final presentations on consulting projects

Guests: Clients

Dec. 1  Final Consulting Project Presentations – Last Day of Class

- Final presentations on consulting projects

Guests: Clients