MANAGEMENT CONSULTING  94-808

SPRING 2016

Heinz College, Carnegie Mellon University
Monday, 6:00 – 8:50 PM EST, 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 Engagement ......................................................................................................................... 30%
## OUTLINE AND READINGS

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic and Assignments</th>
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| Jan. 11 | **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 |
| Jan. 18 | **Martin Luther King Day – No Class** |

For the week of Jan. 18, please review:

### Development of the Profession

- History and development of the profession  
- Consulting roles and culture  
- Professionalism and ethics

*Flawless Consulting*, Chapters 1-3, 7.


A video of a past Development of the Profession lecture is available on Blackboard as an optional supplement to the reading.
Jan. 25  Consulting Process – Entry and Contracting

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

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


Feb. 1  Consulting Process – Discovery and Dialogue

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

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

Flawless Consulting, Chapters 10-12.

Feb. 8  Consulting Process – Analysis and Decision to Act

- Developing and gathering alternatives
- Presenting action proposals to the client
- Work plans and project costing


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

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


Feb. 15  Industry

- View of management consulting world, synopsis of industry, types of firms
- Key industry challenges
- Key success factors
- Introduce *Case Study 1*
- **Client Proposal Due by 6:00 PM** (submit via Blackboard and hard copy in class)

Guest: Richard M. Dorman, Principal, Deloitte Consulting LLP


Feb. 22  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 by 6:00 PM** (submit via Blackboard and hard copy in class)

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

*Flawless Consulting*, Chapters 16-17.


Feb. 29  Consulting Process – Extension, Recycle, or Termination

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

Guest: Joanna Huss, Founder and President, Huss Communications


Mar. 7  Spring Break – No Class

Mar. 14  Project Status

- Interim project presentations
- Introduce *Case Study 2*
Mar. 21  Change Management and Resistance

- Leadership
- Stakeholder engagement
- Utilizing resources
- Developing support
- Institutionalizing change
- **Case Study 2 Due by 6:00 PM** (submit via Blackboard and hard copy in class)

Guest: Ned Laubacher, Principal, Health Spectrum Advisors


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Mar. 28  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*


Legal and Ethical Issues

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

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

In re Grand Jury Matter, No. 91-832, 142 FRD 82, 1992.
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.

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.
Tracey Evans, Executive Director, Wilkinsburg Community Development Corporation
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

Flawless Consulting Fieldbook, Chapters 22, 36-37.

Shapiro, Eileen C.; Eccles, Robert G.; and Soske, Trina L. Consulting: Has the solution become part of the problem? Sloan Management Review, Summer 1993, pp. 89-95.
Apr. 18 Final Consulting Project Presentations
  - Final presentations on consulting projects
  
Guests: Clients

Apr. 25 Final Consulting Project Presentations – Last Day of Class
  - Final presentations on consulting projects
  
Guests: Clients