

Management Consulting For Engineers – Winter 2018

Course Outline

Management Consulting will continue to be a significant career option for many graduate students, regardless of whether a student's academic foundation is in business, engineering, or the basic sciences. Careers in Management Consulting often provide individuals an opportunity for challenging work, continued self-development, access to important social and professional networks, and, over time, significant financial rewards. This course is designed to enable graduate engineers explore, and prepare for a career in management consulting. The course is taught by Fellow Certified Management Consultant (FCMC) and licensed professional engineer. The Management Consulting Industry has grown in size and complexity particularly since the early 1990's. Although there are many very small firms, the industry is dominated by a relatively few very large global organizations that practice in a variety of business settings and business disciplines. In addition many businesses have developed internal consulting organizations to provide consulting related services within the organization and often in conjunction with consulting services offered by third party firms. In this course we explore what it means to be a Management Consultant, and will introduce students to consulting frameworks and methods; simulate consulting project activities and situations using business cases; and network students with practicing consulting professionals from a variety of global and local firms. Within the context of this course, consulting is view broadly and is inclusive of a number of practice areas including Strategy Consulting, IT Consulting, Marketing Consulting, Human Capital Consulting, Operational / Process Consulting, Organizational Consulting, and the very specialized are of Engineering Management Consulting. Course participants will be organized into consulting teams and will have the opportunity to identify and complete two simulated consulting engagements and participate in a Case Competition sponsored and judged by a tier one Consulting firm.

Course Objectives

1. Develop an understanding of the nature and rigor of management consulting and to develop skills in management consulting fundamentals.
2. Learn how to identify, analyze, and negotiate consulting opportunities – important in building a practice or progressing upward within an existing one.
3. Demonstrate problem solving, design, and other analytical skills and learn overall consulting process skills.
4. Practice and sharpen executive writing and presentation skills. A student who has successfully completed the coursework should be able to clearly articulate how consultants add value; how consulting practices are built and sustained; approaches to identifying and securing consulting opportunities; how client relationships can be managed and what to do in problem situations; and have demonstrated skills and the effective use of typical analytical frameworks used by consulting organizations today.
5. The primary objective of this course is to provide you with an opportunity to become familiar with the typical phases in a consulting project. These phases include: selling a project, entering

the client firm, gathering data, diagnosing issues, implementing solutions and leaving. In addition to discussing these phases in class, we will discuss how similarly, and how differently, consultants work with their clients. We will also study the functional specialty areas in which most consultants practice. We conclude the course with discussions of ethical issues, career concerns and expert witnessing of consultants.

CORE READING LIST

- Block, Peter. *Flawless Consulting*, 2nd edition. University Associates, La Jolla.
- Greiner, Larry E. and Poulfelt, Flemming. *The Contemporary Consultant – Insights from Experts*. Thomson South-Western Publishing, 2004.
- Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. *The Contemporary Consultant – Casebook*. Thomson South-Western Publishing, 2004.
- Brussalis, Chris W. (Ed.). *Management Consulting Class Reading Material*. Pittsburgh: Carnegie Mellon University, 2017.

There are no mandatory prerequisites but previous course work or experience in leadership, innovation management, process management, project management, continuous improvement (six sigma, lean), strategic management, organizational change management, lean product development or operations management would be helpful.

Course Structure and Content

Managing Consulting for Engineers is divided into four themes and 12 modules:

The first theme is: **Management Consulting in Context**

The second theme is: **Professional Practice in Management Consulting**

The third theme is: **Skills for Success in Management Consulting**

Learning outcomes

1. Define management consulting and understand why and how consultants are utilized
2. Apply a consulting process framework to simulated 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

Course Grading: The components of the final course grade will be weighted as follows:
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%
Simulated Consulting Engagement.....	30%