

**Harvard University
Extension School**



**Management E - 5700 – Management Consulting
Course Syllabus – Spring 2012**

Course Time and Location

Mondays, 7:35-9:35pm
Byerly Hall 013

Course iSite

<http://isites.harvard.edu/course/ext-23542/2012/spring>

Instructor:

Imtiyaz “Taz” Hussein
Partner, The Bridgespan Group
Office Hours: Before class and by appointment

Course Description:

This course is designed for people interested in understanding the consulting process and the tools and techniques that can be used to help organizations improve performance and become more effective. Through a variety of readings, written assignments, case discussions and exercises, students will learn the fundamentals of consulting practice, including diagnosing situations, planning and executing assignments, client management, common mistakes, and ethical issues in consulting, as well as a variety of diagnostic and problem-solving methodologies. The course draws on the broad concepts of strategic management and organizational analysis to frame problem solving and discussions. It will familiarize students with the consulting industry, the “hard” and “soft” skills required, and being a consultant.

Course Materials:

- ***Flawless:*** Flawless Consulting: A Guide to Getting Your Expertise Used (3rd Edition) by Peter Block, Pfeiffer. (ISBN # 9780470620748)
- ***Pack:*** There is a course pack with additional readings/cases, available for purchase through University Readers. To purchase the course pack, please follow these instructions:
 - Step 1: Log on to <https://students.universityreaders.com/store/>
 - Step 2: Create an account or log in if you have an existing account to purchase
 - Step 3: Instructions will guide you through the rest of the ordering and payment process

- Step 4: After purchasing, you can access your digital pack by logging into your account and clicking “My Digital Materials” to get started on your readings

Orders are typically processed within 24 hours and the shipping time will depend on the selected shipping method and day it is shipped (orders are not shipped on Sundays or holidays). If you experience any difficulties, please email orders@universityreaders.com or call 800.200.3908 ext. 503

- **HBP:** In addition to the books and course pack, we will use a number of articles and cases that are available at reduced cost through the Harvard Business Press. To purchase these items, please go to <http://cb.hbsp.harvard.edu/cb/access/11492727>.
- **Internet:** There will also be some resources available through the internet at no charge

Course Structure & Grading:

A student’s final grade in this course will be based on a collection of assignments, weighted as follows:

Resume & Cover Letter	5%
Mid-term Project (Team-Based)	30%
Book review (Individual and Team-Based)	35%
Class participation	30%

All assignments are due in the assignment drop box (located on the course iSite) before the start of class – drop boxes close at 5:30pm. If you are having any trouble with the drop box, please email the assignment to the TA **before** the start of class. *Late assignments will not be accepted.* If a student is absent on the day an assignment is due, the assignment is still due in the assignment drop box before the start of class.

Please make sure that your name (or team name) appears on each page of any materials submitted to the drop box and that all items use the following naming conventions:

Individual Assignments: LastName_FirstName_AssignmentName

Team Assignments: TeamName_AssignmentName

This is a graduate-level course and graduate-level work, which includes active participation in class discussions and activities and high-quality written work, is expected. Much of a consultant’s success depends on communication and therefore effective written and oral communication will constitute a significant portion of a student’s grade. All written assignment grades will be based on a combination of content and professional presentation, which means that assignments should be well formatted and presented, clear, logical, grammatically correct, spell-checked, persuasive, and backed up by citations for any data, ideas or other content used. It should be original work and represent the student’s best effort.

Grades reflect the quality of a student’s work submitted throughout the term according to the Harvard Extension School’s grading standards (<http://www.extension.harvard.edu/policies/grades/>).

Resume & Cover Letter: To help us get to know you, please submit an up-to-date resume summarizing your education and professional experience (1 page). Also include a professional cover letter (1 page, single-spaced, 12 point font, 1 inch margins) answering the following questions: Why are you taking this course? What do you hope to get out of this course? What is the extent of your consulting experience? What do you think it takes to succeed in management consulting? What particular skills do you bring to team assignments? What team skills do you hope to hone or acquire? *The resume and cover letter are due in the drop box on Monday, January 23, 2012 before the beginning of class (the drop box closes at 5:30pm).*

Mid-term Project: Management consultants rely on a variety of diagnostic and analytical “tools” to solve client problems. With your assigned team, you will develop a presentation on a tool drawn from a list of possibilities to be distributed in class. Teams may also propose other tools though these will be subject to approval. More details about this project will be provided at the first class session.

Book Review: The best consultants are constant learners and the “currency” of the profession is ideas. Hundreds of business and management books are published each year. Being familiar with “big ideas” and the thinking of some of the leading “management gurus” can enhance a consultant’s toolkit and practice. For this assignment, students will read, critically review and present the ideas from a selected book. Groups of students will be assigned the same book. Each individual will write a 5-6 page (single spaced, 12 point font, 1 inch margins) review of the book explaining and critiquing the author’s key ideas. At this point, each group that was assigned the same book will become a team for the next part of this assignment. Each team should actively debate the author’s ideas with each other and then collectively develop a PowerPoint presentation to share the author’s key ideas with the class. You are encouraged to get creative!

Class Participation: This course covers a significant amount of content and much of the learning comes from discussion of cases and readings. Therefore, students are expected to attend all class sessions, complete all assigned readings and come prepared to participate. In the second class session, you will choose a permanent seat for the class and sit in that seat during each of the remaining class sessions. This will make it easier both to get to know you quickly and assess participation in class discussions. You may miss two class sessions without penalty, but all other absences will result in a negative score for class participation for that session. Please notify the TA (via phone or email) prior to the start of class if you will not be in attendance.

Academic Integrity

Common sense warning: Just as ethics and integrity are important in management practice, academic integrity is important in this course. Please take the time to familiarize yourself with the Harvard’s policies on academic integrity, which can be found at: <http://www.extension.harvard.edu/exams-grades-policies/student-responsibilities#integrity> . Other resources including the Harvard Guide to Using Sources can be found at: <http://usingsources.fas.harvard.edu/icb/icb.do>. It is important to understand the standards to which you will be held; ignorance of the standards will not be considered an excuse for violating them.

The Fine Print

Workload. This is an intensive class, much like the consulting process itself, and the value you receive from this course will be commensurate with the thought, effort and reflection that you put into the endeavor. Students should expect to spend 2-8 hours outside of class each week to read the assigned materials, complete assignments, and prepare for the next class session. More time may be required to do the team assignments.

On Time. Students are expected to arrive to class on time and stay for the duration of the class session. If you expect to be late or absent from class – or need to leave early – let the instructor and TA know prior to the start of class.

Deadlines. All assignments must be submitted to the drop box *before* the start of class and late submissions will not be accepted. If you are absent the day an assignment is due, the assignment is still due at the specified day and time. True medical or family emergencies will be dealt with on a case-by-case basis.

Professional Conduct. Professional behavior is expected throughout the class. This means respectful communication both inside and outside of class. During discussions, civil discourse should be maintained at all times and comments should be aimed at moving the discussion forward. This does not mean that students must always agree with others since reasoned, respectful dissention may be part of the discovery process and lead to previously unconsidered options. In addition, please turn off and put away all cell phones and PDAs prior to class and refrain from texting, emailing or web surfing during class. If you are awaiting an urgent call and need to leave your phone on during class, let the instructor know prior to class.

Course Schedule

Session 1: Monday, January 23rd Course Overview / What Is Consulting?

Read prior to class:

- Flawless: Chapter 1
- Internet: Pack: “The Logic of Management Consulting,” Parts I and II, by Staffan Canback, *Journal of Management Consulting*, November 1998 and May 1999
Part 1: <http://canback.com/archive/jmancon1.pdf>
Part 2: <http://canback.com/archive/jmancon2.pdf>

Due:

- Resume and cover letter (note: due in the course assignment drop box before the start of class – see Course Structure and Grading section, above)

Session 2: Monday, January 30th The Consulting Industry / The Consultant’s Role

Read prior to class:

- Flawless: Chapter 2
- HBP: “Consulting is More Than Giving Advice” by Arthur N. Turner, *Harvard Business Review*, September-October 1982
- HBP: McKinsey & Co.: At a Crossroads (case)
- Pack: Management Consulting, A Complete Guide to the Industry, by Gugata Biswas and Daryl Twitchell (2nd Edition): Chapter 1, The Management Consulting Industry
- Pack: The Advice Business, Essential Tools and Models for Management Consulting, by Charles J. Fombrun and Mark D. Nevins: Chapter 5, The Future of Management Consulting

Session 3: Monday, February 6th The Consulting Process: Overview

Read prior to class:

- Flawless: Chapter 3
- HBP: “Frameworks for General Management and Operations Consulting,” by Elliott Weiss, Darden Business Publishing
- HBP: “Dexter Nelson, Summer Analyst (case)”
- Pack: Management Consulting, A Complete Guide to the Industry, by Gugata Biswas and Daryl Twitchell (2nd Edition): Chapter 2, The Consultant’s Work and Lifestyle

Session 4: Monday, February 13th Diagnosis and Data Gathering

Read prior to class:

- Flawless: Chapters 7-12
- Pack: Bob Baker: MBA Student and Internal Consultant (case)

Monday, February 20th

President's Day – No Class

Session 5: Monday, February 27th

Consulting Tools/Frameworks

Read prior to class:

- HBP: "SWOT Analysis I: Looking Outside for Threats and Opportunities"
- HBP: "SWOT Analysis II: Looking Inside for Strengths and Weaknesses"
- HBP: "The Five Competitive Forces That Shape Strategy," by Michael Porter, *Harvard Business Review*, January 2008
- HBP: Guam Visitor's Bureau (case)

Session 6: Monday, March 5th

Delivering Effective Presentations

Read prior to class:

- Flawless: Chapters 13-14
- HBP: "Presentations 101" by John Clayton, Harvard Management Communication Letter, November 2000
- HBP: "Effective Business Presentations" by Therese M. Hofmann, Deanna F. Womack, and J. Janelle Shubert, Harvard Business School note 9-391-011
- HBP: "The Knockout Presentation: A Timeless Tool of Persuasion," excerpted from the book *Power, Influence and Persuasion: Sell Your Ideas and Make Things Happen*

Monday, March 12th

Spring Break – No Class

Session 7: Monday, March 19th

Mid-Term Team Presentations

Session 8: Monday, March 26th

Mid-Term Team Presentations

Session 9: Monday, April 2nd

Project Management

Read prior to class:

- HBP: "Project Management as Process: Four Phases," excerpted from the book *Managing Projects Large and Small: The Fundamental Skills for Delivering on Budget and on Time*
- HBP: Tim Keller at Katzenbach Partners (A) [or Deloitte & Touche Consulting] (case)

Session 10: Monday, April 9th

Implementation / Facilitating Change

Read prior to class:

- Flawless: Chapters 15-17
- HBP: “Managing Client Conflicts” by Ashish Nanda, Harvard Business School 9-904-059 (2005)
- HBP: Datavision (A) (case)

Session 11: Monday, April 16th

Ethics & Performance

Read prior to class:

- Flawless: Chapter 18
- HBP: “Professional Quandaries” by Scot Landry, Boris Groysberg, Ashish Nanda and Thomas DeLong, Harvard Business School 9-800-371
- HBP: “Confessions of a Trusted Counselor” by David A. Nadler, *Harvard Business Review*, September 2005
- HBP: Tim Herlach (A) (case)

Due:

- Individual Book Reviews

Session 12: Monday, April 23rd

Consulting as a Career

Read prior to class:

- HBP: “Career Strategies and Tactics in Professional Service Firms” by Thomas DeLong and Ashish Nanda, Harvard Business School 9-800-375

Session 13: Monday, April 30th

Book Review Team Presentations

Due:

- Book Review Team Presentations

Session 14: Monday, May 7th

Book Review Team Presentations / Wrap Up

Read prior to class:

- Flawless: Chapter 19

Due:

- Performance evaluations