



6185-5347

**INTRODUCTION TO MANAGEMENT CONSULTING :
A Guide to the Industry and the Profession**

Credits: 6

Course Syllabus

F. Pennarola, F. Sacco, S. Salvemini

a.y. 2008/2009

COURSE LEARNING OBJECTIVES

The management consulting profession has today acquired a well known reputation among the service industries. Consultants offer their professional advice to client organizations by leveraging their knowhow in the fields of management. Consultants often assist clients in the change process, and in some cases act as key characters in the implementation phase. Today, more than in the past, consultancy has become a viable professional development alternative, typically offered to young students from graduate or undergraduate degrees.

This course does not cover the management consultant's tools: models, approaches and findings of the research on management that consultants use to serve their clients. The course is entirely focussed on the *process side* of the relationship between clients and consultants. The course also deals with the characteristics of the industry and with some key features of the profession.

The main Learning Tracks of the Course are the following:

- A. The management consulting industry
- B. Required skills to act as professionally effective management consultants
- C. How consultants deliver their services: the process side of the profession
- D. How's organizational life in management consulting firms

The following table reports the detailed class schedule for 2009 Spring semester: each session belongs to one of the above described learning tracks.

COURSE ORGANIZATION AND RESOURCES

Students are free to attend this course. In case attendance is NOT chosen or attendance records are NOT respected (see below) students will take the final exam at the end of the semester in official exam dates for code 6185 and 5347. Please refer to the "textbook paragraph" below for non attending students.

In case attendance is chosen, instructors recommend to follow carefully the development of the course with a weekly reading of all the theory material and participation in the debates in class and on online class resources.

Online participation

Online participation requires a diligent access (at least weekly) to the Bocconi Weblearning platform (see below), reading and both uploading and downloading groupwork material and participating to the online discussions. Online participation is accounted individually (and not on a groupwork basis). The use of other online platforms (i.e. Facebook, Yahoo Groups, etc.) are not officially recognized since they are not part of the Bocconi University provided services.

Attendance sign-up

No attendance sign-up sheet will be circulated in class. Students will self check their attendance. Nevertheless, full attendance of the course requires at least 20 classes (out of 24).

Online resources: the Web Learning SW Platform

Like in real-life environments, attending students will coordinate and learn on line as well as consultants do. Management consulting firms are admired for state of the art groupware technology services and infrastructure. Lotus Notes database is one of the most popular resource used in the consulting industry. Thanks to the fortunate coincidence that the on-line learning infrastructure at Bocconi University is the one adopted by consulting firms, the course has always offered the opportunity to leverage learning using this special technology feature. Only attending students will be required to:

- access to the Bocconi Web Learning platform (userid and password ⁽¹⁾ available via:
 - o helpdesk assistance in computer labs on campus
 - o send a mail to weblearning@unibocconi.it
- download additional material like required readings and case studies
- participate to on-line forums either moderated by instructors, either by other attending students;
- establish group-level additional forums to coordinate and exchange material in team-work activities.

From March 2nd, 2009, onward, non attending students will NOT have access to the course on-line resources mentioned above.

Team work consulting projects

Attendees are required to team-up in groups of 6-8. See class detailed schedule for deadline to submit your team composition. Submit one PAPER copy in class of your team with:

- member first and last names
- member email
- team name
- preference n. 1, 2 and 3 of research themes (see below).

Attendees are required to actively participate to the following projects within the course:

- form groups of 6-8 people to participate to two sessions of the *Consultant Simulation* (see schedule). Each team will work on the given case study and it will present analysis and results. Class attendance for the Consulting Simulation is also required. The grade will be given at a group-basis and it will account for the 10% of the total individual grade;
- form groups of 6-8 people to participate to an *Internet Web based research project*, acting as consultants and serving a demanding client. Groups will have to select one of the proposed research topic (for further instructions, see schedule database on-line and following paragraph). Consulting projects will take place off-line class hours and will be presented to instructors on dedicated sessions in the ending part of the course. Groups are requested to submit a printed copy of their Power Point presentation + Word document as well as proofs of the Internet sites visited. The grade will be given at a group-basis and it will account for the 30% of the total individual grade.

¹ Web Learning Userid and Pwd are the ones used to access to the Bocconi campus network and email services. Please refer to the Bocconi website page <http://www.unibocconi.it/weblearning> for assistance. Students that are NOT familiar with web Learning are asked to take the required training; available courses, dates and schedules are posted on <http://www.unibocconi.it/weblearning> under the "News" section.

- Class participation *and Web Learning participation* (you are asked to actively participate in the forums on-line and off course hours; instructors also expect that group members will circulate ALL the electronic material via Web Learning – other web based platforms will not be accepted) will account for 5% of the individual grade.
- Written mid-term exam (individual) will account for 30% of your final grade;
- Written Final exam (individual) will account for 25% of your final grade.

Summary of evaluation criteria for attending students

Attending students with required attendance records, will receive an individual evaluation at the end of the course (June 2009) composed as follows:

- Consulting Simulation (team work activity) = 10%
- Consulting Project (team work activity) = 30%
- Mid-term exam (individual) = 30%
- Final exam (individual) = 25%
- Class participation and Web Learning participation (individual) = 5%

A "pass course" is issued ONLY in case each of the above grades is $\geq 18/30$.

Grades registration

All grade registrations will be completed with the JUNE 24th 2009 date. Attending students are required to subscribe to mid term (April 7) and final (June 3) exam. If no subscription is available, the grade will NOT be registered and the exam will have to be redone as a NON attending student.

Exams

<i>April 7th, 2009 h. 10.30</i>	<i>Attending students</i>	<i>Reading material on weblearning</i>	<i>Mid term exam (30% of total grade)</i>
<i>June 3rd, 2009 h. 10.30</i>	<i>Attending students</i>	<i>Reading material on weblearning</i>	<i>Final exam (25% of total grade)</i>
<i>June 24th, 2009 h. 8.30</i>	<i>Attending students (eventually absent on June 3rd)</i>	<i>Reading material on weblearning</i>	<i>Final exam (25% of total grade)</i>
<i>June 24th, 2009 h. 8.30</i>	<i>Non attending students</i>	<i>textbooks</i>	<i>Written exam (100% of total grade)</i>
<i>July 13th, 2009 h. 8.30</i>	<i>Non attending students</i>	<i>textbooks</i>	<i>Written exam (100% of total grade)</i>
<i>Sept 2nd, 2009 h. 16.30</i>	<i>Non attending students</i>	<i>textbooks</i>	<i>Oral exam (100% of total grade)</i>

TEAMWORK CONSULTING PROJECT

Proposed subjects for the 2009 course are the following:

1. Going to India: offshoring IT services
2. Industries that will grow in time of recession
3. Selling Tuscany specialties abroad
4. Flash mob: anything interesting for marketing?
5. The business of Apple iPhone accessories
6. The future of outdoor advertising: big led screens
7. Fashion at a turnaround point. Tailor made suit: is there any space for innovation and cost reduction?
8. Web 2.0 and financial services: innovation opportunities
9. The second hand car business online
10. High end videoconferencing systems: a perfect substitute for meeting without travelling?

11. Reinventing the digital music value chain;
12. The fitness, health & spa business: continuous growth or recession ahead?
13. Pda application business: the case of Apple, Rim, Palm and Microsoft
14. Home automation: integrating technologies for innovation in your living;
15. On-line sales in the wine industry;
16. The war against computer crime;
17. Travel agencies restructuring;
18. Digital identity;
19. Megayacht wars: when luxury comes to a battlefield
20. Online car insurance sales
21. Traffic pollution control

Form your team, choose your preferred subject (please indicate 2 other alternatives, 3 total), hand out to the instructors before class of Feb 24th . Teams will receive via Web Learning an *engagement letter* issued from their client, where the subject topic will be explained in detailed.

TEXTBOOKS AND SUGGESTED READINGS

Attending students, that will regularly access on-line resources, will prepare

- Readings and cases available online through Web Learning.

Non attending students:

- P. McKenna and D. Maister, *First among equals: how to manage a group of professionals*, The Free Press, NY, 2002.
- L. Greiner, I. Poulfelt, *The Contemporary consultant*, South Western College, 2004.

Suggested readings:

P. Forsyth, *Marketing professional services*, Kogan Page, 1999.



Office hours

Office hours are available at (<http://www.unibocconi.it> > [Schools and Programs](#) > [Timetables, Calendars and Rooms](#) > Student consultation hours

Office hours could vary: please check on the website.

Segreteria Dipartimento di Management - IOSI

Via Roentgen, 1 – IV Floor – Room C3-05

Ph. 02.5836.2632-3694-3704-6806

	DATE	TIME	CONTENT	PROFESSOR
1	Mon 16/02/2009	08.45 - 10.15	Course introduction – The history of the mgmt consulting industry	PENNAROLA
2	Tue 17/02/2009	16.15 - 17.45	Definitions of mgmt consulting (as a profession, as an industry, as a business)	PENNAROLA
3	Mon 23/02/2009	08.45 - 10.15	Professional skills and attitudes of mgmt consultants	PENNAROLA
4	Tue 24/02/2009	16.15 - 17.45	The process side of mgmt consulting	PENNAROLA
5	Mon 02/03/2009	08.45 - 10.15	Segmenting the consulting industry	SACCO
6	Tue 03/03/2009	16.15 - 17.45	DEADLINE # 1 Last day to deliver your team composition CONSULTING SIMULATION Vector Case Study – Part 1	PENNAROLA
7	Mon 09/03/2009	08.45 - 10.15	DEADLINE # 2 (upload reports of consulting simulation BEFORE class) CONSULTING SIMULATION Vector Case Study – Part 2	PENNAROLA
8	Tue 10/03/2009	16.15 - 17.45	Pricing consulting services	PENNAROLA
9	Mon 16/03/2009	08.45 - 10.15	Pricing consulting services (cont'd)	PENNAROLA
10	Tue 17/03/2009	16.15 - 17.45	Delivering your reccommendations	PENNAROLA
11	Mon 23/03/2009	08.45 - 10.15	Assisting clients in implementing change Convincing the reluctant client	PENNAROLA
12	Tue 24/03/2009	16.15 - 17.45	Managing the professional service firm	PENNAROLA
	7/04/2009	10.30 – 11.30	MID TERM EXAM	
13	Mon 20/04/2009	08.45 - 10.15	IT Consulting	SACCO
14	Tue 21/04/2009	16.15 - 17.45	IT Consulting	PENNAROLA
15	Mon 27/04/2009	08.45 - 10.15	Ethics in Consulting	SACCO
16	Tue 28/04/2009	16.15 - 17.45	Using external data sources in consulting (classroom INFO 4 SARFATTI)	SACCO
17	Mon 04/05/2009	08.45 - 10.15	Consulting to small and medium enterprises	SACCO
18	Tue 05/05/2009	16.15 - 17.45	Writing reports and delivering presentations	SACCO
19	Mon 11/05/2009	08.45 - 10.15	Strategy consulting	SACCO
20	Tue 12/05/2009	16.15 - 17.45	Retaining high talented professionals (Marco Airoidi, Partner BCG, Guest Speaker)	SALVEMINI
	Mon 18/05/2009	08.45 - 10.15	Class Cancelled	
	Tue 19/05/2009	16.15 - 17.45	Class Cancelled	
21	Mon 25/05/2009	08.45 - 10.15	Group project presentations	PENNAROLA-SACCO
22	Mon 25/05/2009	14.30 – 16.00	Group project presentations	PENNAROLA-SACCO
23	Tue 26/05/2009	12.30 – 14.00	Group project presentations (classroom N02)	PENNAROLA-SACCO
24	Tue 26/05/2009	14.30 - 16.00	Group project presentations (classroom N02)	PENNAROLA-SACCO
25	Tue 26/05/2009	16.15 - 17.45	Group project presentations (classroom N02)	PENNAROLA-SACCO
	03/06/2009	10.30 – 11.30	FINAL EXAM for attending students only	

**Course 6185 and 5347
Introduction to Management Consulting
2008/2009
Registration form
(please, fill in the form before February 23)**

6185

5347

5310

Bocconi

Number:

SURNAME:

NAME :
