Università degli studi di Roma "Tor Vergata"
Master of Science in Business Administration

MANAGEMENT CONSULTING
(Prof. Corrado Cerruti)

TEACHING MEMBER RESPONSIBLE:

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TESTIMONIALS – CONSULTING COMPANIES:
- Accenture
- Deloitte
- NTT Data Consulting
- PwC

TEACHING ASSISTANTS:
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PRE-REQUISITES FOR THE COURSE:
None

COURSE OVERVIEW
The course explores and analyzes the way management consulting firms are managing the project as well as are managing their own organization. The focus of this course is on pragmatic and action-oriented consulting skills supported by an inductive path where many leading consulting firms are sharing their approaches to develop their digital consulting projects. Leading consulting firms will also present the way they are organized and they recruit.

LEARNING OBJECTIVES

KNOWLEDGE AND UNDERSTANDING
Develop an understanding of the management consulting industry, the understanding of consulting projects, related diagnosis and solution development, its communication and implementation.

APPLYING KNOWLEDGE AND UNDERSTANDING
Understand and apply the tools management consulting firms use in order to manage their digital projects, with a specific focus on Design Thinking and Agile.

MAKING JUDGEMENTS
Understand the approach management consulting firms use in order to manage their business and their professionals, especially when dealing with Digital Transformation projects.

COMMUNICATION SKILLS
Understand how to structure the presentations and communicate the evidence from the management consulting projects in order to get the customer "buying-in".

LEARNING SKILLS
Build (transferrable) management consulting skills, such as structured problem solving, design thinking approach and agile consulting project management.

STRUCTURE OF THE COURSE AND REFERENCE TEXTBOOK

The course is based on three parts:

PART I: **Management Consulting fundamentals**
- Overview on management consultancy
- Management of a consulting project
- Problem diagnosis and solution development
- Communication and implementation
- Management of the consulting firm
- Management consulting and the digital transformation challenge

PART II: **Management consulting and the digital transformation**
- Applications examples
- Impacts on the consulting company work and the value delivered to customers
- Impacts on the Consulting Industry

PART III: **New methodologies used in digital consulting projects**
- Agile methodology: main steps and tools
- Design Thinking methodology: main steps and tools
- Applications examples

For PART I, the reference textbook is: Baaij, M.G., An introduction to Management Consultancy, Sage, 2014. In particular:
- The management of consultancy projects (chapters 10, 11, 12, 13, 14 and 15)
- The management of consultancy firm (chapters 7, 8 and 9)

For PARTS II and III the reference material is made of the course slides and reports from leading-edge consulting companies (included in the course website).
For agility please look also at https://agilemanifesto.org/

OTHER LEARNING SOURCES

Readings for extra points for partially/non attending students:
- Cerruti, C., Tavoletti, E. and Grieco, C. (2019), "Management consulting: a review of fifty years of scholarly research", Management Research Review (included in the course web site).
- FEACO, Survey of the European Management Consultancy Industry 2018-19, FEACO, Brussels [Only as overview, no percentages or precise data on specific countries will be asked. Available from December 7th]

Manuals on the methodologies (optional but suggested to those interested in a career in consulting):
- R. Curedale, Design Thinking Process & Methods (5th Edition), 2019
- PMI -Project Management Institute, Agile Practice Guide, 2019

Selected readings from HBR, yearly report on the Management Consulting Industry from FEACO (European Federation of Management Consultancies Associations) and from Confindustria Assoconsult (Italian Association of Management Consulting Firms).

TEACHING METHODS
Academic classes based on text book & articles, some interactive sessions plus case studies discussed interactively with management consultants.

EXAM RULES

The exam is based on a written test. The written test will last 1 hour and 45 minutes, and it is made of 4 open questions, namely:
- two questions on Part I – Management Consulting fundamentals
- one question on Part II – Management Consulting and the Digital Transformation
- one question on Part III – New methodologies used in Digital Consulting Projects.

A sample test is provided in the teaching materials on the course web site allowing students to see in advance the test structure.

As optional activities:
- **Attending students** might take part in group works (on Design Thinking applications and Agile methodology applications), develop group presentations on the business cases provided and get up to 2 extra points.
- **Non attending students** might take in the written test an extra question on the literature review article (above reported) and get up to 1 extra point.

THESIS ASSIGNMENT RULES

The thesis will be assigned three times a year:
- in January for the students aiming to graduate in Summer (mid-July)
- in May for the students aiming to graduate in Autumn (beginning of November)
- in October for the students aiming to graduate in Spring (beginning of April)

Three times a year in the course website there will be an announcement for students interested to be assigned a thesis. Following this announcement students will have a two weeks deadline to fill in a Google Form with data on their academic performance and on their proposal for a thesis topic/case.
Theses will be assigned based on the student academic performance (general GPA and mark at this exam) and on the innovativeness of the proposed topic (normally not more than 5 students per graduation session will be accepted), plus any specific assignment rule defined in the MScBA programme.

Two weeks after the announcement deadline, students will be informed whether they have been accepted on not for the thesis. Shortly after, the selected students will be invited to a meeting where they will be presented the suggested approach to develop a master thesis effectively (including the work they will have to make in order to find, select and report references and to develop the analysis of the business case(s) they will have proposed).