

## **DIGITAL MANAGEMENT CONSULTING**

(Prof. Corrado Cerruti)

### **TEACHING MEMBER RESPONSIBLE:**

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### **TESTIMONIALS – CONSULTING/IT COMPANIES:**

The classes are enriched by testimonials from consulting/IT companies, namely Accenture, BCG, McKinsey, NTT Data Consulting and Salesforce.

### **PRE-REQUISITES FOR THE COURSE:**

None

### **COURSE OVERVIEW**

The course explores and analyses the way management consulting firms are managing consulting projects, especially the digital transformation projects.

Design Thinking and Agile Project Management are discussed in depth as they represent key methodologies used by consultants in digital transformation projects and a reference to enterprise platform will strengthen the hands-on section.

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.

### **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 Project Management.

### **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 structured in two parts:

### **PART 1: Management Consulting fundamentals**

- Overview on management consultancy
  - Nature and role of consulting
  - Management of a consulting firm
- Management of a consulting project
  - Problem diagnosis and solution development
  - Communication and implementation
- Overview on digital management consulting
  - Digital transformation challenge
  - Digital disruptors in consulting

### **PART 2: Digital Management Consulting approaches and tools**

- Design thinking methodology
  - Main steps and applications examples (including a customer journey)
  - Impacts on the consulting work and the value delivered to customers
- Agile methodology
  - Main steps and applications examples
  - Impacts on the consulting work and the value delivered to customers

Students will have the possible to develop a group assignment putting in practice the Design Thinking and the agile approach, by applying them to the design of IT tools/apps aimed to boost sustainable mobility to and from Tor Vergata University.

PART 1 will be based on a mix of lectures on theory and interactive sessions to discuss the emerging issues.

The reference readings are:

- Baaij, M.G., An introduction to Management Consultancy, Sage, 2014. In particular:
  - Management consultancy (chapter 1 and 2)
  - The management of consultancy firm (chapters 7, 8 and 9)
  - The management of consultancy projects (chapters 10, 11, 12, 13, 14 and 15)
- Cerruti, C., Tavoletti, E. and Grieco, C. (2019), "Management consulting: a review of fifty years of scholarly research", Management Research Review
- Tavoletti E., Kazemargi, N., Cerruti, C., Grieco, C. and Appolloni. A. (2021), "Business model innovation and digital transformation in global management consulting firms", European Journal of Innovation Management.

PART 2 will be based on a mix of lectures on the techniques, testimonials and groupworks on the topics.

The reference material is made of the course slides and reports from leading-edge consulting companies (included in the course website), plus:

- As to Design Thinking:
  - Design Council UK - Framework for Innovation: Design Council's evolved Double Diamond  
<https://www.designcouncil.org.uk/our-work/skills-learning/tools-frameworks/framework-for-innovation-design-councils-evolved-double-diamond/>
  - Michael Shanks. "An introduction to Design Thinking process guide  
<https://web.stanford.edu/~mshanks/MichaelShanks/files/509554.pdf>
  - IDM-Altitude Design Process (Video)  
<https://www.youtube.com/watch?v=9fJVGJlpbJs&t=434s>
- As to the agile approach:
  - Manifesto for agile software development and its principles  
<https://agilemanifesto.org/>  
<https://agilemanifesto.org/principles.html>
  - Scrum Team Reference  
<https://www.scaledagileframework.com/agile-teams/>
  - Foundations of Agile – Google (Video)  
<https://www.youtube.com/watch?v=km7n3DI5IWk>

### **OTHER LEARNING SOURCES**

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).

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

Plus, they might refer to the following two MOOCs:

- The first module of the MOOC on “Design-Led Strategy: Design thinking for business strategy and entrepreneurship” prepared by the University of Sydney  
Freely available at: <https://www.coursera.org/learn/design-strategy>
- The first module of the MOOC on “Managing an Agile Team” prepared by the University of Virginia  
Freely available at: <https://www.coursera.org/learn/uva-darden-agile-team-management>

### **TEACHING METHODS**

Academic classes based on textbook & articles, some interactive sessions and case studies discussed with management consultants.

### **FINAL ASSESSMENT**

For students who have done the assignment, the final evaluation will be made of:

- 50% from a written test based on 4 questions only on part 1 of the course
- 50% from the assignment, putting in practice the contents of part 2 of the course

For students who have NOT done the assignment, the final evaluation will be made of:

- 100% from a written test based on 4 questions, two questions on part 1 and two questions on part 2 of the course (including the required videos)