

<b>Course Code and Title</b>	
<b>MLI26C704 Business Consulting in the Global Economy</b>	<b>6 cr</b>
<b>Learning Outcomes and Content</b>	
<p>Learning outcomes for this course, upon successful completion, include the ability to: 1) understand the principles and processes of management consultancy, 2) employ analytical frameworks when approaching business opportunities and challenges, 3) develop, conduct, and integrate secondary research with primary research, 4) understand the value of effective communication in business consulting and 5) develop and improve skills in report writing, time management, negotiation, and project management.</p> <p>Content: The focus of this course is on the nature and role of business consulting, along with specific issues common to business consulting. It is an applied course in which students act as consultants for businesses that may have an international focus and have identified a problem or opportunity that needs solving. Specific attention is given to understanding and developing the unique skills required for entering the consulting profession. The course develops competencies and skills in problem diagnosis, solution development, solution communication and solution implementation.</p>	

<b>Instructor Name and Profile</b>
<p>Professor Naomi Birdthistle has been an academic for 28 years. She has been consulting small businesses since the mid-90s and has successfully run her own consulting firm. She is an academic at Griffith University in Australia and continues to consult start-ups around the world about their business ideas and commercialization strategies. She has authored ten books, 50+ journal articles and consults the European Commission on the allocation of EU funding to research projects and the Australian Government on the accreditation of educational programs.</p>

<b>Email Address</b>
<a href="mailto:naomi.birdthistle@aalto.fi">naomi.birdthistle@aalto.fi</a>

<b>Office Hours</b>
Monday through Thursday 08h00-09h00

<b>Required Reading</b>
<p><b>Session 2</b> Biggs, D. (2018) Becoming a consultant, <i>Management Consulting Journal</i>, 1(1), 11-13 <a href="https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2018_0005">https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2018_0005</a></p> <p><b>Session 3</b> Wulf, S.A. (2020) Successful project consulting, <i>IEEE Engineering Management Review</i>, 48(2), 12- 14 <a href="https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_crossref_primary_10_1109_EMR_2020_2978797">https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_crossref_primary_10_1109_EMR_2020_2978797</a></p> <p><b>Session 4</b> Haslam, S &amp; Fleming N. (2018) So what makes a successful consulting project? <i>Management Consulting Journal</i>, 1(1), 3-4;</p>

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_unpaywall\\_primary\\_10\\_2478\\_mcj\\_2018\\_0001](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2018_0001)

### **Session 5**

Morgan, W. (2019) The Skills and competencies of management consultants and how they are developed, *Management Consulting Journal*, 3, June, 7-8;

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_unpaywall\\_primary\\_10\\_2478\\_mcj\\_2019\\_0004](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2019_0004)

### **Session 6**

Coyne, K.P. and Horn, J. (2009) 'Predicting your competitor's reaction', *Harvard Business Review*, April, pp.90-97.

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_proquest\\_miscellaneous\\_227846070](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_proquest_miscellaneous_227846070)

### **Session 7**

AAPOR (2022) Best practices for survey research, <https://www.aapor.org/Standards-Ethics/Best-Practices.aspx>, retrieved 13 December 2022.

Regmi, P.R., Waithaka, E., Paudyal, A., Simkhada, P & van Teijlingen, E. (2016) Guide to the design and application of online questionnaire surveys, *Nepal Journal of Epidemiology*, eISSN 2091-0800

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_pubmedcentral\\_primary\\_oai\\_pubmedcentral\\_nih\\_gov\\_5506389](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_pubmedcentral_primary_oai_pubmedcentral_nih_gov_5506389)

### **Session 8**

Lannon, and Gurrack, (2011) 'Chapter 9: Summarising research findings and other information, *Technical Communication*, Pearson. (Copy on MyCourses)

### **Session 9**

Sutton, C. & Fenn, M. (2019) Consulting Skills for 2030, *Management Consulting Journal*, 3, June, p-10

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_unpaywall\\_primary\\_10\\_2478\\_mcj\\_2019\\_0005](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2019_0005)

### **Session 10**

Anderson, C. (2013) How to give a killer presentation, *Harvard Business Review*, June

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_proquest\\_miscellaneous\\_1368131873](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_proquest_miscellaneous_1368131873)

### **Session 11**

Haslam, S. (2019) Estimating the size of national management consultancy markets, *Management Consulting Journal*, 3, 3-4

[https://primo.aalto.fi/permalink/358AALTO\\_INST/cis3s6/cdi\\_unpaywall\\_primary\\_10\\_2478\\_mcj\\_2019\\_0001](https://primo.aalto.fi/permalink/358AALTO_INST/cis3s6/cdi_unpaywall_primary_10_2478_mcj_2019_0001)

### **Session 12**

Besieux, T. (2020) Is consulting the right career for you? *Harvard Business Review*, July 01, online: <https://hbr.org/2020/07/is-consulting-the-right-career-for-you>

### **Session 13**

Tarki, A. and Sanandaji, T. (2020) What top consulting firms get wrong about hiring,

*Harvard Business Review*, January 14, online: <https://hbr.org/2020/01/what-top-consulting-firms-gets-wrong-about-hiring>

<b>Course Schedule</b>		
<p><b>Deduction due to an absence on the first day of the course:</b> 5 points (on a 100-point scale) will be deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.</p>		
Session # and Date	Topic/s	Assignment /s
<p>Session 1: 29<sup>th</sup> January</p> <p>Introduction to Business Consulting in the Global Economy</p> <p>Understanding the nature of consulting</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Module introduction Client introduction Speed dating with your classmates Group formation and client allocation</p> <p><b>Lecture:</b> Understanding what consulting and management consulting means Reasons for hiring a management consultant Understanding the scope, scale, and geography of management consulting firms Know what consulting skills are required</p> <p><b>In-class activity:</b> Read: When McKinsey met Uber</p>	<p><b>Activity for tomorrow (please read these for class tomorrow):</b> Read: Becoming a consultant</p>
<p>Session 2: 30<sup>th</sup> January</p> <p>Meeting the client Understanding the value chain of consulting.</p> <p>30 minutes extra to make up time lost on the 7<sup>th</sup> of February</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on readings: 1. Becoming a consultant</p> <p><b>Lecture:</b> Understanding the value chain Meeting the client for the first time</p> <p><b>In-class activity</b> Read Case: ACME Consulting</p> <p><b>Workshop:</b> Preparing to meet the client Workshop on Assignment 1</p>	<p><b>Activity for tomorrow (please read these for class tomorrow):</b> Read: Successful project consulting</p>

<p>Session 3: 31<sup>st</sup> January</p> <p>Developing the proposal The importance of understanding the problem/opportunity</p> <p>30 minutes extra to make up time lost on the 7<sup>th</sup> of February</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on readings: 1. Successful project consulting</p> <p><b>Lecture:</b> Developing the proposal Problem/Opportunity diagnosis</p> <p><b>In-class activity</b> Read Case: McKinsey &amp; company case study</p> <p><b>Workshop:</b> Writing the proposal Workshop on Assignment 1</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: So, what makes a successful consulting project?</p>
<p>Session 4: 1<sup>st</sup> February</p> <p>Management of a consultancy project</p> <p>Clients and other stakeholders</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflection on reading: 1. So what makes a successful consulting project?</p> <p><b>Lecture:</b> Management of a consultancy project Clients and other stakeholders</p> <p><b>Workshop</b> Mapping the stakeholders of your client Develop a project management plan for your project</p> <p><b>In-class activity</b> Finalise the proposal</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: The Skills and competencies of management consultants and how they are developed</p>
<p>Session 5: 2<sup>nd</sup> February</p> <p>Using business frameworks and models to analyze the industry and competition</p>	<p><b>Opening activity:</b> Reflections on reading 1. The Skills and competencies of management consultants and how they are developed</p> <p><b>Lecture:</b> Auditing the client's industry Wrapping up on the skills of a consultant</p> <p><b>Guest speaker</b> Mr Paul Prass – Prass Consulting</p> <p><b>Workshop:</b> Applying business models and frameworks to your client Consider the questions to ask your interviewee for your first assignment Workshop on Assignment 1</p>	<p><b>Activity for Monday (please read these for Monday's class):</b> Read: Predicting your competitors' reaction</p>

<p>Session 6: 5<sup>th</sup> February Using business frameworks and models to analyze the market and the client's business</p> <p>30 minutes extra to make up time lost on the 7<sup>th</sup> of February</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on reading 1. Predicting your competitors' reaction</p> <p><b>Lecture:</b> Auditing the Market and the Business and understanding the competition</p> <p><b>Workshop:</b> Applying business models and frameworks to your client Workshop on Assignment 1</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Best practices for survey research</p> <p>Read: Guide to the design and application of online questionnaire surveys</p>
<p>Session 7: 6<sup>th</sup> February Gathering quantitative data for your client Gathering qualitative data for your client</p> <p>30 minutes extra to make up time lost on the 7<sup>th</sup> of February</p> <p>Office hours 08h00 - 09h00</p> <p>We will be in classroom 2</p>	<p><b>Opening Activity</b> Reflections on reading 1. Best practices for survey research 2. Guide to the design and application of online questionnaire surveys</p> <p><b>Lecture:</b> Gathering quantitative and/or qualitative data for your business</p> <p><b>Workshop</b> Pilot test your quantitative/qualitative research instrument (whichever applies). Workshop on Assignment 1</p>	<p><b>Activity for 8<sup>th</sup> February (please read this for class on Thursday):</b> Read: Summarizing research findings and other information</p> <p>Submission of assignment 1 by 16h00</p>
<p>7<sup>th</sup> February</p>	<p><b>Career Day</b></p>	<p><b>No course activities</b></p>

<p>Session 8: 8<sup>th</sup> February Writing your clients report</p> <p>30 minutes extra to make up time lost on the 7<sup>th</sup> of February</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on reading 1. Summarizing research findings and other information</p> <p><b>Lecture:</b> Report writing</p> <p><b>Guest speaker</b> Julia Romanyuk-Laukia - Accenture</p> <p><b>Workshop:</b> Consider the table of contents for your client's report Embed the industry analysis, competitor analysis, business analysis and consultant profile into the report format.</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Consulting skills for 2030</p>
<p>Session 9: 9<sup>th</sup> February</p> <p>Adopting the structured approach to solution development</p>	<p><b>Opening activity:</b> Reflections on reading 1. Consulting skills for 2030</p> <p><b>Lecture:</b> Solution Development</p> <p><b>In-class activity</b> Let us work on the solution development for your client's problem/opportunity</p>	<p><b>Activity for Monday's class (please read this for class on Monday):</b> Read: How to give a killer presentation</p>
<p>Session 10: 12<sup>th</sup> February</p> <p>Solution communication</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on reading: 1. How to give a killer presentation</p> <p><b>Lecture:</b> Solution communication</p> <p><b>Workshop:</b> Review this website: <a href="https://www.gapminder.org/tools/">https://www.gapminder.org/tools/</a> Consider the advice they give about presenting data.</p>	<p><b>Activity for tomorrow (please read this for class tomorrow)</b> Read: Estimating the size of national management consultancy markets</p>

<p>Session 11: 13<sup>th</sup> February</p> <p>Structured implementation</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on 1. Estimating the size of national management consultancy markets</p> <p><b>Lecture:</b> Structured Implementation</p> <p><b>Guest speaker:</b> Hermann Toivo</p> <p><b>Opening activity:</b> Read Case: MidSizeBank case study</p> <p><b>In-class activity:</b> Watch <a href="https://goo.gl/C4PzB4">https://goo.gl/C4PzB4</a> Let's discuss what you have read about giving presentations and learnt from this video.</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Is Consulting the Right Career for You?</p>
<p>Session 12: 14<sup>th</sup> February</p> <p>Is consulting the right career for you?</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on reading: 1. Is Consulting the Right Career for You?</p> <p><b>In-class activity</b> John's interview and using case studies in interviews</p> <p><b>Guest speaker</b> Dimitrios Salampasis</p> <p><b>In-class activity</b> Let's watch and learn from 'Examples of case interviews' <a href="https://youtu.be/6R5bT4cJh0A">https://youtu.be/6R5bT4cJh0A</a> <a href="https://www.youtube.com/watch?v=41YIG6hDwPY&amp;feature=youtu.be">https://www.youtube.com/watch?v=41YIG6hDwPY&amp;feature=youtu.be</a></p> <p><b>In-class activity:</b> Online Case Study – Airline Case (<a href="https://www.bcg.com/Interactives/ICL/">https://www.bcg.com/Interactives/ICL/</a>)</p>	<p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: What Top consulting firms get wrong about hiring</p>
<p>Session 13: 15<sup>th</sup> February</p> <p>Joining a consulting firm</p> <p>Office hours 08h00 - 09h00</p>	<p><b>Opening activity:</b> Reflections on reading: 1. What top consulting firms get wrong about hiring?</p> <p><b>Lecture:</b> How to apply to be a team member of a consulting firm</p> <p><b>In-class activity:</b> Online Case Study – Drug Case (<a href="https://icl.bcg.com/">https://icl.bcg.com/</a>)</p>	<p><b>In-class activity:</b> Practice presentations Preparing Power Point Slides Submission of Assignment 2 by 08h30</p>

<p>Session 14: 16<sup>th</sup> February Client presentation</p> <p>Submission of Assignment 3a: PPT slides by 08h30. Submission of Assignment 3b: Business Consulting report by 16h00 today</p> <p>We will be in classroom 2</p>	<p><b>Presentations to client(s)</b> All students must attend each group's presentation. Each group will have a Q&amp;A session after the client presentation. The client presentation will be either online or in person depending on the client's availability. The length of time of the presentation depends on the number of clients in the course.</p>	
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Grading		
Course Requirements		Weighting (%) or maximum points
Requirement 1 – Interview with a consultant: 6 <sup>th</sup> February @16h00		35%
Requirement 2 – Peer assessment: 15 <sup>th</sup> February @08h30		15%
Requirement 3a – PowerPoint presentation: 16 <sup>th</sup> February @08h30		5%
Requirement 3b – Group report: 16 <sup>th</sup> February @16h00		35%
Requirement 4 – Participation: Ongoing		10%
Total		100
Conversion scale	Final grade (official scale)	
90 - 100	5	
80 - 89	4	
70 - 79	3	
60 - 69	2	
50 - 59	1	
0 - 49	0	

ECTS STUDENT WORKLOAD	
This course is a 6 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 160 (including in-class and out-of-class work).	
Types of Hours	Number of Hours
<b>Contact hours (on- and off-campus):</b>	<b>45</b>
<b>Contact hour for attending the Career Day</b>	<b>4</b>
<b>Out-of-class hours:</b>	<b>111</b>
Work with course materials, eg required reading	45
Interview preparation	10



Individual research & writing	35
Team projects (meetings, research, preparation, etc.)	16
Other (Client meetings)	5
<b>Total of all student workload (contact and out-of-class) hours:</b>	<b>160</b>

## ACADEMIC POLICY STATEMENTS

### CODES OF CONDUCT

Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.

In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations.

### TEXTBOOK POLICY

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student's responsibility to find a way to complete the reading for the course.

### CLASS ATTENDANCE AND PARTICIPATION

Class attendance and participation are considered integral parts of teaching and learning at the BScBA program in Mikkeli. Therefore, regular class attendance is required of all students and attendance records are kept for each class. Students are also expected to be in class on time.

If the student participates in the final exam/assessment, it will be graded and counted towards the final grade.

The attendance policy of the BScBA program provides that:

- 1) **A maximum of three absences of any kind** is allowed for a 3-week, 6-credit course. Four or more absences will result in being dropped from the course.
- 2) Whenever taking an absence, **the student bears the risk of missing class**, and the consequences, which may include a lower participation grade, missing a graded activity, etc. It is up to the course instructor to decide whether or not a graded activity can be completed later.
- 3) **An absence on the first day of the course** will result in 5 points (on a 100-point scale) being deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.
- 4) **A student getting to class after the session has started** will not be able to enter the classroom until the first break and will get an absence for the day.
- 5) It is expected that **students marked present for the day are in class the entire**

**time.** Students leaving class early may be marked absent.

- 6) **The instructor may include class participation as a component of the grade;** up to 15% of the total points that can be earned toward the final grade.
- 7) **The instructor may identify up to three days of the course (in addition to the first day) as mandatory,** ie taking an absence on those days would have a direct impact on the course grade.

The instructor for the course will take attendance in classes. The decision to drop a student from a course will be made by the instructor, who will inform Mari Syväoja, Manager of Academic Operations: [mari.syvaoja@aalto.fi](mailto:mari.syvaoja@aalto.fi).

**Addition to the attendance policy of the BScBA Program, Mikkeli Campus:**

- This addition concerns absences in addition to the normal maximum of three that would fall under a category called **Medical and Family Emergency cases.**
- Students who want to use this option to complete a course must fulfil these criteria:
  - The total absences of the student will exceed the normally allowed three absences due to a major medical problem or family emergency.
  - The student will be absent no more than 5 days; exceeding that number of days will result in dropping the course.
  - Documentation or a detailed explanation concerning the entire period of the emergency (such as a medical certificate) is provided to the Manager of Academic Operations.
- The case-by-case solution will be coordinated by the Manager of Academic Operations, who will deal with the documentation and discuss with the instructor to find a pedagogical solution enabling the student to continue in the course. In case the MAO is on leave, the student should contact the other study office staff.
- The solution must not cause a significant increase in the instructor's workload. The grading elements for the course may be reviewed, and additional assignments may be arranged if feasible. However, a shifting of grading proportions may occur. The course grade might be affected due to the student missing some in-class activities.