

# 42E01200

## CEMS Special Topics in Global Management, Lecture

### “Consultancy” (3 credits)

## SYLLABUS

Instructor's contact information	Course information
Instructor: <ul style="list-style-type: none"><li>• Hiroshi KANNO</li><li>• <a href="https://www.linkedin.com/in/kanno-hiroshi-9a62133/?originalSubdomain=fi">https://www.linkedin.com/in/kanno-hiroshi-9a62133/?originalSubdomain=fi</a></li><li>• <a href="mailto:hiroshi.kanno@aalto.fi">hiroshi.kanno@aalto.fi</a></li><li>• Office: CEMS office Y210</li><li>• Office Hours: by appointment</li></ul>	Status of the course Academic Year 2023-2024, Period 3 (January) Location: Classroom teaching Language of Instruction: English Course Website: in MyCourses Teaching Assistants: <ul style="list-style-type: none"><li>• Dina Myllymäki</li><li>• <a href="mailto:dina.myllymaki@aalto.fi">dina.myllymaki@aalto.fi</a></li></ul>

### 1. OVERVIEW

The instructor boasts a nearly 20-year tenure as a consultant at a major global consulting firm. Leveraging this extensive experience, the course aims to provide students with a foundational understanding of the consulting industry. Additionally, the course will host guest speakers from both consulting firms and a client, facilitating direct discussions to offer students a firsthand learning experience.

The course intends to equip students with a comprehensive grasp of fundamental consulting issues, including:

- Client Perspective:
  - Why do companies seek external consultants' help rather than addressing issues internally?
  - When and under what circumstances do companies opt to hire external consultants?
- Mapping the Consulting Industry:
  - Understanding the diverse array of consulting firms, their specializations, the value they deliver to clients, and their approaches in working with clients.
- Collaboration with Clients:
  - Exploring how consultants provide value to clients and how they divide and collaborate on work with their clients.
- Core Consulting Skills and Skill Development:
  - Identifying essential consulting skills and methods to acquire them. The course will emphasize problem-solving and project management as core skills.

Active discussions among the instructor, guest speakers, and students will serve as the primary mode of learning, emphasizing collaborative engagement over one-way lectures. Therefore, active participation in discussions is pivotal for students to extract the maximum benefit from the course.

## 2. LEARNING OUTCOMES

Upon completing the course, students will be able to:

- Develop a comprehensive understanding of the core skills in consulting, specifically in "problem solving" and "project management."
- Explore the evolution of consulting value, transitioning from offering solutions to solution implementation and encompassing change management.
- Attain a realistic perspective on consultancy work through insights provided by CEMS Corporate Partners, including consulting firms and clients engaging consultants.
- Apply consultancy skills by crafting and presenting a recommendation to a simulated client scenario.

## 3. ASSIGNMENTS AND ASSESSMENT

### 1) For the first session (Individual assignment):

- Download the "Student Profile Form" from MyCourses, complete and submit it
- The Profile Form includes the following questions:
  - What is your academic background? Your undergraduate major?
  - What is your work experience if any? How many years? What were the main tasks/responsibilities? In which field?
  - What are you good at? What do you consider to be your key strengths and skills?
  - What is your expectation to the course: what would you like to learn from the course?
- **Due: Sunday 14<sup>th</sup> January 2024, 12:00 noon**
- Will not be graded, but all the students taking the course MUST submit as a prerequisite.

### 2) For each session (Individual assignment):

- Pre-session assignment
  - Go to MyCourses and read instructions for each session. Complete the assignments.
  - Each session has pre-reading assignment (except the last session). Read the assignment
- Post-session assignment
  - Go to MyCourses > each session > "Reflection on the session, readings and own participation in class" > Fill out the form
  - The online form asks you to answer the following questions:
    - ✧ How many times you spoke up and what you said during today's session (20% of course grade)
    - ✧ Your key learning(s) from today's session (20% of course grade)
    - ✧ Your key learning(s) from the session reading, except Session 5, which has no reading (10% of course grade)
  - **Due: 23:00 the next day of the session**

3) For the last session (Group assignment):

- Group assignment: Groups will be assigned by Session 2 (Wednesday 17<sup>th</sup> January).
- Choose a real company. Select one "CEO agendum" (a biggest opportunity or risk the company is facing and the CEO needs to make a decision and take an action).
- Imagine the CEO hired you as consultant to address the agendum. Prepare and present your recommendation to CEO (i.e. the decision and action you will recommend the CEO to implement) in the last session (Monday 29<sup>th</sup> January).
  - Presentation format: PowerPoint
  - Time: 15 minutes for presentation, to be followed by a 10-minute discussion.
- **Due: Upload your PowerPoint to MyCourses by Sunday 28<sup>th</sup> January 2024, 12:00 noon**
- 30% of course grade.

4) After the last session (Individual assignment):

- Please provide your key learning(s) from the entire course(< 1,000 words)
- **Due: Upload to MyCourses by Wednesday 31<sup>st</sup> January 2024, 23:00**
- Graded (0-5)
- 20% of course grade

All assignments must be submitted via MyCourses platform.

## 4. EVALUATION

Composition

A) Class participation (20%)

- Active discussions among the instructor, guest speakers, and students will serve as the primary mode of learning, emphasizing collaborative engagement over one-way lectures. Therefore, active participation in discussions is pivotal for students to extract the maximum benefit from the course.

B) Reflection of each session (20%)

C) Key learning from each reading (10%)

D) Final presentation (30%, group assignment)

E) Reflection of the entire course (20%)

All the assignments are individual except D).

There is no final exam for this course. You must obtain a combined score of **at least 50 points** and **submit all the assignments** to receive credit for the course.

- Grading (100 points max):
  - 90 – 100 = 5 Excellent
  - 80 – 89 = 4 Very good
  - 70 – 79 = 3 Good
  - 60 – 69 = 2 Very Satisfactory
  - 50 – 59 = 1 Satisfactory
  - 0 – 49 = 0 Failed

## 5. READINGS

For Session 1:

- Laffitte, H. (May 17, 2022) 'History of Consulting: The 8 important stages that shaped the industry' <https://consultingquest.com/insights/8-stages-history-of-consulting/>

For Session 2:

- Nikolova, N.; Reihlen, M. & Schlapfner, J-F. (2009). 'Client-Consultant interaction: Capturing social practices of professional service production, *Scandinavian Journal of Management*, 25: 289-298.

For Session 3:

- Wright, C., A. Sturdy and N. Wylie (2012). 'Management innovation through standardization: Consultants as standardizers of organizational practice', *Research Policy*, 41, pp. 652-662

For Session 4:

- O'Mahoney, J. and A. Sturdy (2016). 'Power and the diffusion of management ideas: The case of McKinsey & Co.', *Management Learning*, 47, pp. 247–265

Suggested reading (Not a “must-read”)

- The client-centric approach to management consulting is well described in the book: Newton, R (2019). *The management consultant. Mastering the art of consultancy*, Financial Times Publishing

## 6. PRELIMINARY SCHEDULE

Session	Date	Topic	Instructor/speaker and readings
<p>Session 1 Y346 at Undergraduate Centre</p> <p>Otakaari 1, 02150 Espoo</p>	<p>Monday 15. January 14:00-17:00</p>	<ul style="list-style-type: none"> <li>• Setting the scene: learning objectives, structure, deliverables</li> <li>• Discussing the role of consultants as change agents</li> <li>• Basics of client-centric consulting</li> <li>• Core skills for consulting: problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lecture and discussion (Hiroshi KANNO)</b></li> <li>- Laffitte, H. (May 17, 2022) 'History of Consulting: The 8 important stages that shaped the industry' <a href="https://consultingquest.com/insights/8-stages-history-of-consulting/">https://consultingquest.com/insights/8-stages-history-of-consulting/</a></li> </ul>
<p>Session 2 BCG</p>	<p>Wednesday 17. January 14:00-17:00</p>	<ul style="list-style-type: none"> <li>• Evolution of consulting services: History of BCG over the 60 years</li> <li>• How consultants work with clients</li> <li>• Recent consulting topics: digitalization and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Visit to BCG Helsinki, Discussions with partners</b> <ul style="list-style-type: none"> <li>➤ Tuukka Seppä, Managing Director &amp; Senior Partner</li> <li>➤ Elina Ibounig, Partner</li> <li>➤ Saani Inovaara, Project Leader</li> <li>➤ Juuso Soininen, Partner</li> </ul> </li> <li>- Nikolova, N.; Reihlen, M. &amp; Schlapfner, J-F. (2009). 'Client-Consultant interaction: Capturing social practices of professional service production, <i>Scandinavian Journal of Management</i>, 25: 289-298.</li> </ul>
<p>Session 3 Y346 at Undergraduate Centre</p> <p>Otakaari 1, 02150 Espoo</p>	<p>Monday 22. January 14:00-17:00</p>	<ul style="list-style-type: none"> <li>• Emerging new type of consulting</li> <li>• Core skills for consulting: problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Guest speaker: Mari Piirainen, Reaktor</b></li> <li>• <b>Lecture and discussion (Hiroshi KANNO)</b></li> <li>- Wright, C., A. Sturdy and N. Wylie (2012). 'Management innovation through standardization: Consultants as standardizers of organizational practice', <i>Research Policy</i>, 41, pp. 652-662</li> </ul>

Session	Date	Topic	Readings
Session 4 T003 at Väre  Ekonominaukio 1, 02150 Espoo	January 24. January 14:00-17:00	<ul style="list-style-type: none"> <li>• How clients get most out of consulting services: tips for using consulting firms</li> <li>• Core consulting skills: project management</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Guest speaker: Arto Pakkalin, Nordic Digital and Innovation Lead, Bayer</b></li> <li>• <b>Lecture and discussion (Hiroshi KANNO)</b> <ul style="list-style-type: none"> <li>- O'Mahoney, J. and A. Sturdy (2016). 'Power and the diffusion of management ideas: The case of McKinsey &amp; Co.', <i>Management Learning</i>, 47, pp. 247–265</li> </ul> </li> </ul>
Session 5 Y346 at Undergraduate Centre  Otakaari 1, 02150 Espoo	Monday 29. January 14:00-17:00	<ul style="list-style-type: none"> <li>• Presentation by students</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Student presentations</b> <ul style="list-style-type: none"> <li>- Group assignment: Groups will be assigned by Session 2 (Wednesday 17<sup>th</sup> January).</li> <li>- Choose a real company. Select one "CEO agendum" (a biggest opportunity or risk the company is facing and the CEO needs to make a decision and take an action).</li> <li>- Imagine the CEO hired you as consultant to address the agendum. Prepare and present your recommendation to CEO (i.e. the decision and action you will recommend the CEO to implement)               <ul style="list-style-type: none"> <li>✧ Presentation format: PowerPoint</li> <li>✧ Time: 15 minutes for presentation, followed by a 10-minute discussion.</li> </ul> </li> <li>- <b>Due: Upload your PowerPoint to MyCourses by Sunday 28<sup>th</sup> January 2024, 12:00 noon</b></li> </ul> </li> </ul>

## 7. COURSE WORKLOAD

Classroom hours	15 h
Class preparation - reading	5 h
Class room preparation - reflections	5h
Assignment – consultancy recommendation	15 h
Total	40h

## 8. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof

<https://www.aalto.fi/en/applications-instructions-and-guidelines/aalto-university-code-of-academic-integrity-and-handling-violations-thereof>

## 9. Use of AI tools

If you have used ChatGPT or other AI tools in your work, describe how you used the tool in your introduction or method/comparable section of your paper. For example, please refer to:

<https://apastyle.apa.org/blog/how-to-cite-chatgpt>

In utilizing AI tools in your work please bear in mind that **the student is always responsible for the content of their submitted work**. For example, AI-generated text cannot be presented as is as the student's own written response. The student is obligated to follow academic writing practices. Upon the teacher's request, the student is obligated to describe how, what and/or why AI-based technology has been used to do the learning task.

**(END OF SYLLABUS)**