

<b>Course Code and Title</b>	
<b>MLI26C704 - Business Consulting in the Global Economy</b>	6 cr
<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 over 25 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 over seven 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 from 08h30-09h00 and 12h00-12h30

<b>Required Reading</b>
<p><b>Required reading</b></p> <p><b>Session 1</b> No readings</p> <p><b>Session 2</b> Biggs, D. (2018) Becoming a consultant, <i>Management Consulting Journal</i>, 1(1), 11-13 <a href="https://doi.org/10.2478/mcj-2018-0005">https://doi.org/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>

**Session 4**

Haslam, S & Fleming N. (2018) So what makes a successful consulting project? *Management Consulting Journal*, 1(1), 3-4; <https://doi.org/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://doi.org/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.

**Session 8**

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 9**

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

**Session 10**

Sutton, C. & Fenn, M. (2019) Consulting Skills for 2030, *Management Consulting Journal*, 3, June, p-10 <https://doi.org/10.2478/mcj-2019-0005>

**Session 11**

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 12**

Haslam, S. (2019) Estimating the size of national management consultancy markets, *Management Consulting Journal*, 3, 3-4 <https://doi.org/10.2478/mcj-2019-0001>

**Session 13**

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 14**

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>

## Course Schedule

This module is an applied module where in class you will be exposed to the theory and concepts needed for being a consultant but also apply what you have learned to a real-live client. Several clients are identified for this module, and you will act as a consultant in a consulting team to solve the client's problem. You will be formed into teams and allocated a client. All groups will then meet with the client either in person or online and the consulting exercise will commence. At the end of this module, you will have learned the consulting process; the necessary skills for being a consultant and it will help you decide if you want to go into consulting as a career.

Breaks will occur at 10h00 – 10h15 and 11h00 – 11h15 daily.

Office hours are between 08h30-09h00 and 12h00-12h30. If needing to meet at an alternative time, please email me to arrange it.

**Deduction due to an absence on the first day of the course:** 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 can provide the instructor with a medical certificate, the 5-point deduction will be waived.

Session # and Date	Topic/s
<p>Session 1 23<sup>rd</sup> January 2023 <b>09h00 – 12h00</b> An introduction to Business Consulting in the Global Economy</p> <p>Understanding the nature of consulting</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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 mean Reasons for hiring a management consultant Understanding the scope, scale, and geography of management consulting firms</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 24<sup>th</sup> January 2023 <b>09h00 – 12h00</b> Meeting the client Understanding the value chain of consulting.</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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</p> <p><b>Activity for tomorrow (please read these for class tomorrow):</b> Read: Successful project consulting</p>

<p>Session 3 25<sup>th</sup> January 2023 <b>09h00 – 12h00</b> Developing the proposal The importance of understanding the problem/opportunity</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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</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 26<sup>th</sup> January 2023 <b>09h00 – 12h00</b> Management of a consultancy project</p> <p>Clients and other stakeholders</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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 27<sup>th</sup> January 2023 <b>09h00 – 12h00</b> 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>Workshop:</b> Applying business models and frameworks to your client Consider the questions to ask your interviewee for your first assignment</p> <p><b>Activity for Monday (please read these for Monday's class):</b> Read: Predicting your competitors' reaction</p>

<p>Session 6 30<sup>th</sup> January 2023 <b>09h00 – 12h00</b> Using business frameworks and models to analyze the market and the client's business</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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>Guest speaker Mari Humalajoki - Accenture</b></p> <p><b>Workshop:</b> Applying business models and frameworks to your client</p> <p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Best practices for survey research</p>
<p>Session 7 31<sup>st</sup> January 2023 <b>09h00 – 12h00</b> Gathering quantitative data for your client</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</p>	<p><b>Opening Activity</b> Reflections on reading 1. Best practices for survey research</p> <p><b>Lecture:</b> Gathering quantitative data for your business</p> <p><b>Workshop</b> Develop a quantitative research instrument that can be used to gather primary data for your client.</p> <p>Pilot test of the instrument</p> <p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Guide to the design and application of online questionnaire surveys</p>
<p>Session 8 1<sup>st</sup> February 2023 <b>09h00 – 12h00</b> Gathering qualitative data for your client</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</p> <p><b>Submission of assignment 1 by 08h30</b></p>	<p><b>Opening activity:</b> Reflections on reading 1. Guide to the design and application of online questionnaire surveys</p> <p><b>Lecture:</b> Gathering qualitative data for your business</p> <p><b>Workshop</b> Pilot test your quantitative/qualitative research instrument (whichever applies).</p> <p><b>Activity for tomorrow (please read this for class tomorrow):</b> Read: Summarizing research findings and other information</p>

<p>Session 9 2<sup>nd</sup> February 2023 <b>09h00 – 12h00</b> Writing your clients report</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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>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 10 3<sup>rd</sup> February 2023 <b>09h00 – 12h00</b> 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 11 6<sup>th</sup> February 2023 <b>09h00 – 12h00</b> Solution communication</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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 12 7<sup>th</sup> February 2023 <b>09h00 – 12h00</b> Structured implementation</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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>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 13 8<sup>th</sup> February 2023 <b>09h00 – 12h00</b> Is consulting the right career for you?</p> <p>Office hours 08h30 - 09h00; 12h00-12h30</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>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 14 9<sup>th</sup> February 2023 <b>09h00 – 12h00</b> Joining a consulting firm</p> <p>Office hours 08h30 - 09h00; 12h00-12h30 Submission of Assignment 2 by 08h30</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</p>



<p>Session 15 10<sup>th</sup> February 2023 <b>09h00 – 12h00</b> Client presentation</p> <p>Submission of Assignment 3a: PPT slides by 08h30. Submission of Assignment 3b: Business Consulting report by 16h00 today</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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<b>Grading</b>	
<b>Course Requirements</b>	Weighting (%) or maximum points
Requirement 1 – Interview with a consultant: 1 <sup>st</sup> February by 08h30	35%
Requirement 2 – Peer assessment: 9 <sup>th</sup> February by 08h30	15%
Requirement 3a – PowerPoint presentation: 10 <sup>th</sup> February by 08h30	5%
Requirement 3b – Group report: 10 <sup>th</sup> February by 16h00	35%
Requirement 4 – Participation: Ongoing	10%
Total	100
<b>Conversion scale (if student work graded 0-100)*</b>	<b>Final grade (official scale)</b>
90 - 100	5
80 - 89	4
70 - 79	3
60 - 69	2
50 - 59	1
0 - 49	0

<b>ECTS STUDENT WORKLOAD</b>	
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).	
<b>Types of Hours</b>	<b>Number of Hours</b>
<b>Contact hours (on- and off-campus):</b>	<b>45</b>
<b>Out-of-class hours:</b>	<b>115</b> (Sum of fields below)
Work with course materials, eg required reading	<b>45</b>
Interview Preparation	<b>10</b>
Individual research & writing	<b>35</b>
Team projects (meetings, research, preparation, etc.)	<b>20</b>
Other (Client meetings)	<b>5</b>
<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 (2022-2023)

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 can provide the instructor with a medical certificate, the 5-point deduction will be waived.
- 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).