

## Columbia University Syllabus: Applied Consulting

Applied Consulting, Spring 2014

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(URL: <http://www.columbia.edu/~ww2040/>) See the course web page on the instructor's web page.

Classes:

There will be two 75-minute lectures per week.

Each week of the class (two lectures) will comprise three parts.

1. Consulting skill lecture
2. Domain Knowledge: Industry Case Study Support
3. Team Work and Client Interaction (Supplied by Instructor).

The Professor will hold office hours once a week on Tuesday after class.

Course Description:

The objective of the course is to teach basic and advanced techniques in commercial and government consulting. Each case study will be supported by series of lectures focused on developing skills in collecting and analyzing client/market data, client interview techniques, and how to apply quantitative and qualitative methodologies to a range of canonical consulting engagements. Over the semester students will be exposed to critical skills on work plan development, interview techniques, presentation deck preparation, costing, and the application of analytic techniques to solve complex problems.

The course will unfold as a series of commercial/ government consulting assignments where the students in small teams will take on a real world analysis and present their results. The student teams will create their own work plan and seek alternate sources of information to complete each assignment. The final exam will be conducted as a team proposal effort to win work based on cost realism and technical approach.

Prerequisites:

Students should have completed course work in statistics, advanced analytic techniques (R, SAS), data mining, and advanced research skills.

Case Studies:

1. Food Safety: How should the FDA deploy their inspectors to minimize instances of tainted food outbreaks in Dairy products?

## Columbia University Syllabus: Applied Consulting

- a. Challenges: Data Collection on Dairy Supply Chains, Food incident analytics, statistical data correlation techniques
  - b. Recommendations of human resource placement based on expected value outcomes for incident reduction.
2. Multi-Year Strategy: A government consulting firm wants to develop a multi-year commercial strategy for their business? What service offerings and industries should this new unit focus on to build revenue to \$200M in 3 years?
  - a. Challenges: Quantification of market share and industry demand. Development of client interview skills.
  - b. Recommendations based on analysis of corporate strengths versus demand with expected top line growth and margins.
3. Supply Chain Resilience: Due to a large global outbreak of flu a major Pharmaceutical corporation is experiencing shortages in a wide variety of vaccines and source chemicals. The corporation wants to develop a long-range plan to create greater supply chain resilience, what are their strategic options?
  - a. Challenges: Data collection on pharmaceutical supply chain, throughput analysis based on steady state and surge conditions as correlated with demand under a variety of scenarios.
  - b. Recommendations on cost benefit and risk analysis associated with different investment and implementation strategies.
4. Fraud Prevention: A major bank has suffered large penalties for customer fraud. How can the bank rectify the situation by deploying a new customer vetting process titled 'know your customer'?
  - a. Challenges: Develop a turnkey solution to include analytics and infrastructure for creating a regulatory compliant system for evaluating and assigning risk to new and extant customers. This effort will also include a competitive cost analysis of alternatives with a price to deliver based on cost realism parameters.
  - b. Proposal for implementing a turnkey analytic solution.

In addition, there will be reading assignments for each class (See Reading List)

### Grading:

Each case study (five) will constitute 20% of the grade. The sub-categories for grading are the Comprehensiveness of the Teams Deliverable, Internal Team Dynamic, with strong consideration for Innovative Solutions. In addition, the last case study will look at Cost Realism.

### Lecture Topics and Schedule

1. Introduction: Syllabus review, Industry Overview
2. Consulting 101: Why you do not want to be a consultant.
3. Anatomy of a Consulting Firm
4. Thought Leadership: How Consultants differentiate themselves in a crowded

## Columbia University Syllabus: Applied Consulting

- market.
5. Innovation: Staying in business.
  6. Consultants Toolkit: Thinking like a consultant: *Food Safety Case Study Begins*
  7. Diagnostics: Gathering and analyzing data.
  8. Cloud Computing: Big Data Analytics
  9. Delivering Effective Presentations: You only add value if they act on your recommendations: *Food Safety Case Study Ends*
  10. Wargaming: How to shape questions when no one understands the problem: *Multi-year Strategy Case Study Begins*
  11. From Insight to Impact: How to communicate and cause change.
  12. *Multi-year Strategy Case Study Presentations*
  13. *Supply Chain Resilience Case Study Begins*
  14. Team Work Sessions: Client Interviews
  15. Team Work Sessions: Quality Review with Client
  16. Team Work Sessions: Presentations
  17. Ethics: Always speak truth to power. *Mobile Cellular Overseas Strategy Begins*
  18. Team Work Sessions: Client Interviews
  19. Team Work Sessions: Presentations
  20. *Mobile Cellular Overseas Strategy Presentations*
  21. Request for Proposal: Staying in Business?
  22. Costing: How to develop a price. *Fraud Protection Case Study Begins*
  23. Team Work: Q&A with the client
  24. Team Work: Client Interviews
  25. Final Project Presentation, Part I
  26. Final Project Presentation, Part II

### Reading List

#### Books:

The Advice Business: Essential Tools and Models for Management Consulting;  
Charles J. Fombrun and Mark D. Evans, Prentice Hall, 2003  
[http://www.amazon.com/The-Advice-Business-Management-Consulting/dp/0130303739/ref=sr\\_1\\_1?ie=UTF8&qid=1402947083&sr=8-1&keywords=The+Advice+Business](http://www.amazon.com/The-Advice-Business-Management-Consulting/dp/0130303739/ref=sr_1_1?ie=UTF8&qid=1402947083&sr=8-1&keywords=The+Advice+Business)

Wargaming for Leaders: Strategic Decision Making from the Battlefield to the Boardroom; Mark Herman, Mark Frost, Robert Kurz; McGraw Hill, 2008  
[http://www.amazon.com/Wargaming-Leaders-Strategic-Battlefield-Boardroom-ebook/dp/B001L10ZYI/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1402947117&sr=1-1&keywords=wargaming+for+leaders+strategic+decision+making+from+the+battl+efield+to+the+boardroom](http://www.amazon.com/Wargaming-Leaders-Strategic-Battlefield-Boardroom-ebook/dp/B001L10ZYI/ref=sr_1_1?s=books&ie=UTF8&qid=1402947117&sr=1-1&keywords=wargaming+for+leaders+strategic+decision+making+from+the+battl+efield+to+the+boardroom)

The Lords of Strategy: The Secret Intellectual History of the New Corporate World  
by Walter Kiechel

## Columbia University Syllabus: Applied Consulting

Source: Harvard Business Press Books  
368 pages. Publication Date: Mar 03, 2010. Prod. #: 7820-HBK-ENG

House of Lies; Marty Kahn; Business Plus, 2009

[http://www.amazon.com/House-Lies-Management-Consultants-Steal-ebook/dp/B002PXFY60/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1402947385&sr=1-1&keywords=house+of+lies](http://www.amazon.com/House-Lies-Management-Consultants-Steal-ebook/dp/B002PXFY60/ref=sr_1_1?s=books&ie=UTF8&qid=1402947385&sr=1-1&keywords=house+of+lies)

Managing the Professional Services Firm; David H. Maister, Free Press, 2007

[http://www.amazon.com/Managing-Professional-Service-David-Maister-ebook/dp/B001209551/ref=sr\\_1\\_1?ie=UTF8&qid=1402948718&sr=8-1&keywords=managing+a+professional+services+firm](http://www.amazon.com/Managing-Professional-Service-David-Maister-ebook/dp/B001209551/ref=sr_1_1?ie=UTF8&qid=1402948718&sr=8-1&keywords=managing+a+professional+services+firm)

Data Science Field Guide by Booz Allen Hamilton, FREE download

<http://www.boozallen.com/insights/insight-detail/data-science-field-guide>

Articles:

Consulting on the Cusp of Disruption

HBR ARTICLES | Clayton M. Christensen, Dina Wang, Derek van Bever | Oct 1, 2013

Eden McCallum: A Network-Based Consulting Firm (A)

by Heidi K. Gardner, Robert G. Eccles

Source: Harvard Business School

15 pages. Publication Date: Sep 30, 2009. Prod. #: 410056-PDF-ENG

Eden McCallum: A Network-Based Consulting Firm (B)

by Heidi K. Gardner, Erin McFee

Source: Harvard Business School

4 pages. Publication Date: Jul 16, 2010. Prod. #: 411027-PDF-ENG

Using Hypothesis-Driven Thinking in Strategy Consulting

by Jeanne M. Liedtka

Source: Harvard Business Review

9 pages. Publication Date: Mar 20, 2006. Prod. #: UV0991-PDF-ENG

Consulting Is More Than Giving Advice

by Arthur N. Turner;

Source: Harvard Business Review