Management Consulting… Is it for you?

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Fall 2008
Consulting/ Banking Application Process

Summer:

- Prepare resume and cover letters
- Research firms

August-October:

- Attend information sessions and events
- MOST APPLICATIONS DUE, some by early September
- Practice interviews; mock interviews and case interviews in the CDO
- Prepare for SLAC events
- Contact and talk with alumni currently working in the industry

October-November:

- Interviews extended to qualified applicants

November-January:

- Job offers extended
Management Consulting

What is Management Consulting?

Overview of the types of consulting firms

What type of entry-level jobs exist for consulting?

Consulting Career Paths

The Hiring Process

Links about Consulting

Other Resources
What is Management Consulting?

Management consulting is the discipline of selling business advisory services to the leaders of corporations, governments, and non-profit organizations. Consulting firms sell services in virtually all industries. The services provided by management consulting firms are as varied and diverse as the issues confronting the management team of any corporation. The issues range from operational to strategic; from technical to personal; from environmental to financial. Consulting firms are often challenged with increasing revenues, improving operational efficiencies, and enhancing customer value.

Clients hire consulting firms for their industry-tested best practices and methodologies, as well their proven functional expertise. For example, a client may hire a consulting firm to provide Human Resources best practices on recruitment, remuneration, and administration or IT expertise on system architectures and life-cycle management. The common misconception about consulting is that consulting firms only advise on and recommend solutions. Contrary to this belief, many consulting firms implement solutions and often maintain long-term contracts to operate and manage the solutions for the client.

Management consulting firms are typically broken down into four main types of organizations. These include: Systems Integration / Information Technology, Business Strategy, Boutique, and Niche. Firms within these categories operate across a variety of business functions and a multitude of industries.

Overview of Consulting Firms

Management Consulting Firms are typically broken into 4 different types: Systems Integrators / IT, Business Strategists, Boutique, and Niche.

Systems Integration / Information Technology – Systems Integration firms usually provide services across three areas: Technology, Consulting, and Outsourcing. These resource heavy enterprises are driven by revenues from large-scale system implementations, and the long-term service or outsourcing contracts that follow. Typical projects include enterprise resource package (ERP) implementations for systems that provide business information services for accounting, supply chain management, and administrative services such as payroll. In addition to implementation services, these firms are versatile in their ability to provide industry specific strategic advisory services and solutions.

Examples of System Integration Projects:

- A large fortune 500 communications company that just completed a merger and acquisition of a former competitor needs to integrate customer billing systems.
- A major automobile manufacturer needs advice and assistance streamlining equipment purchasing processes.
Leading System Integration Consulting Firms:

- Accenture
- IBM Global Business Services
- Capgemini
- BearingPoint

**Business Strategy** – Strategic management consulting firms are traditionally the most competitive to work for. They provide advisory services on issues that can have a large financial impact on the client company. These issues tend to be very complex and critical to the company’s future. They often include growth strategies and performance improvement strategies - advising companies on which operations to perform and on how to perform those operations more efficiently. Working on corporate growth strategies can be very interesting. This work includes: exploring whether and how to enter a new geographic market ("Should the company push into Asia?"); whether and how to launch a new product ("Should we introduce a low-fat version of the product?"); whether to buy another business ("Should we acquire this growing new business?"); which industries to exit and which to enter ("Should we sell clothes rather than make them?").

**Examples of Business Strategy Projects:**

- A major automotive supplier had been suffering ongoing losses, despite controlling a large share of the global product category.
- A global company operating in the high-capacity, consolidated building materials industry risked losing market share and becoming the target of a takeover. The company's CEO turned to a Business Strategy firm for help in determining a new strategic direction.
- A large, national general circulation newspaper needed help reorganizing its advertising sales effort in a recession. The client's goals included improving market share and boosting revenue performance.

**Leading Business Strategy Consulting Firms:**

- McKinsey & Company
- Bain & Company
- Boston Consulting Group
- A.T Kearney
- Booz Allen Hamilton
- Deloitte Consulting

**Boutique** - Much like a small shop that sells beauty supplies or accessories, a boutique firm is a small firm that offers a limited number of services. Boutique firms support their clients with specialized expertise within 2 or 3 disciplines. They choose to focus on a smaller number of industries (energy, life sciences, retail), functions (Mergers & Acquisitions (M&A), economics and litigation, bankruptcy turnaround), or methodologies (real options, Economic Value Added (EVA)).
Examples of boutique consulting projects:

- A consulting firm with a well-known shareholder value methodology helps a beverage company establish value metrics in its business units
- An economics consulting firm helps a foreign government decide how to structure the privatization (sale) of its utilities through an auction
- A R&D strategy consulting firm deploys two consultants to a high-growth semiconductor company in Silicon Valley for a 3 month project to improve R&D processes
- A process reengineering boutique snares a 6-month project to assist implementation of new supplier standards for an automotive consortium
- A turnaround consulting firm helps a telecommunications hardware firm restructure its organization following Chapter 11 bankruptcy

Leading boutique consulting firms include:

- Charles River Associates (economics and litigation consulting)
- Trinity Consulting (healthcare)
- Marakon (shareholder value methodology)

Niche – Niche consulting firms support their clients with highly specialized expertise. Niche firms choose to focus on typically one area of expertise. Often this is industry focused, but other times it is functionally focused. Examples include marketing consulting firms that specialize in demand measurement and forecasting, market structure analysis, channels and distribution policies and strategies, field sales force problems, various issues such as advertising effectiveness analysis, as well as those encountered in new product development and test marketing.

Examples of niche consulting projects:

- The Human Resources (HR) function of a retail chain with some 110,000 employees spent an inordinate amount of time fielding employee benefit questions and requests for information. As a result, the more strategic issues, like lowering the firm's turnover rate or enhancing employee productivity, weren't being addressed. Management engaged a niche HR consultant to implement a new HR information system and establish an HR call center so employee servicing could be handled more efficiently.
- A financial software firm was challenged with identifying new revenue opportunities. The firm contracted a marketing consulting firm to determine if there was a sufficient demand to justify migrating the current product line to a new technology and what new products and services the target market would require.
Leading niche consulting firms include:

- [Hewitt Associates](#) (HR / Benefits Administration)
- [BB Marketing Plus](#) (Business to Business Marketing)
- [Kurt Salmon Associates](#) (Consumer Products / Retail)
- [The Bridgespan Group](#) (Non-profit)

What type of entry level jobs exist for consulting?

Few career options for undergraduates offer a better platform for future success than consulting. It’s the ideal first career move because it enables you to develop your career, acquire great skills and keep your long-term career options open. You’ll get outstanding training from the start, both formal and on-the-job. Consulting involves working in teams with other highly talented individuals, which makes for an enjoyable and productive environment.

Most new graduate, first-year consultants begin as an Analyst, Staff Consultant, or Business Associate. The tasks and responsibilities of Analysts and Staff consultants are similar, but can be different depending upon the type of consulting firm.
## Business Strategy: Business Analyst / Business Associate

**Description:** Business Analysts or Associate Consultants take responsibility for a discrete part of the problem solving for each client engagement. They play a key role in data gathering, contribute to the team's final recommendations, and present their work to senior client executives. Work is often heads-down analysis using analytical tools, with more client interaction late in the first year.

**Skill Requirements:** Prior business experience is a plus, but is not required. Entry-level consultants do not enter the firm with all of the skills needed. Business Strategy firms require more of communications skills, teaming skills, critical thinking, and problem solving.

**Training:** New consultants are typically put through an intensive course in advanced problem solving and interpersonal and communication skills. Entry-level training is also designed to explain the firm’s problem solving approach, as well as the core values and guiding principles of the firm. First-year training is usually 2 weeks.

**Tasks:** Gather data through client interviews. Develop and refine models, analyze results, and refine hypotheses. Share early findings and engage in brainstorming and problem solving with client team members to lay the groundwork for effective implementation of recommendations. Work on internal company research or sales presentations when your firm has no projects for you (aka - on the beach).

**Education:** BA, BS, BBA

**Hours:** 60+ week (requires weekly travel)

**Salary:** $65,000 + bonuses
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<thead>
<tr>
<th>Systems Integration: Analyst / Staff Consultant</th>
<th><strong>Description</strong>: Consultancies that specialize in systems integration will often train entry-level analysts in programming or system testing. These are often the best way to learn how the systems integrate into daily business processes.</th>
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<tbody>
<tr>
<td><strong>Skill Requirements</strong>: Entry consultants are expected to be proficient in MS Word, Excel, Project, and PowerPoint. Knowledge of programming languages is a plus, but not a requirement. Large-scale system integrators look for individuals that are problem solvers, experienced working in teams, and thrive in fast-moving dynamic situations.</td>
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<td><strong>Training</strong>: New consultants typically receive 1 week of intensive training (15-hour days) that covers firm methodologies, programming and information technology fundamentals, and communication / facilitation skills. Upon returning from entry-level training consultants work with their internal counselor to decide on a business application to learn. This often includes packages such as: Oracle, SAP, Ariba, and Siebel (now part of Oracle).</td>
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<td><strong>Tasks</strong>: Entry-level consultants and analysts are often staffed as system testers and quality assurance analysts. Tasks include: writing test scripts and test scenarios, defining user requirements, creating training manuals, managing MS Project Work plans, developing presentations to help sell and market the firm, and analyzing data in Excel and Access. Working on internal company research when your firm has no projects for you (aka - on the beach). Staff Consultants see plenty of early client interaction through client interviews and research gathering.</td>
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<td><strong>Education</strong>: BA, BS, BBA</td>
<td><strong>Hours</strong>: 55+ week (requires weekly travel)</td>
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<td><strong>Boutique:</strong> Analyst</td>
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<td><strong>Description:</strong> Analysts and staff consultants work with researchers to gather, analyze, and synthesize data into findings that are presented to clients. Data is often a major piece of sales presentations, as well as recommendations for clients. Within Boutique firms, entry-level consultants often receive more responsibility since teams are smaller and division between levels is not as defined.</td>
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| **Skill Requirements:** Due to size and scope limitations, firms within this space typically require a background or degree in business. Boutique firms traditionally hire for specific roles. Specific skill needs of the company typically outweigh the communication / teamwork skills. Knowledge of MS Excel, Word, Project, and PowerPoint are typically required. |

| **Training:** Specialized and limited. Based on specific need. Since firms in this space are often specialized in a certain discipline or industry, a new hire can expect specialized functional training (eg., an HR consulting firm may train you in Benefits Administration processes). Technical training is often stressed before training on communication skills, methodologies, etc. |

| **Tasks:** Creating training manuals, developing presentations, managing MS Project work plans, analyzing data in Excel and Access, and interviewing clients. |

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<th><strong>Education:</strong> BA, BS, BBA</th>
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<td><strong>Hours:</strong> 50+ week (may require weekly travel - opportunity for local projects typically greater in a Boutique)</td>
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<td><strong>Salary:</strong> $45,000 - $55,000 + bonuses</td>
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<td><strong>Niche: Analyst</strong></td>
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<tr>
<td><strong>Description:</strong> Analysts work to gather, analyze, and synthesize data into findings that are presented to clients. Data is often a major piece of sales presentations, as well as recommendations for clients. Within Niche firms, entry-level consultants often receive experience within a particular industry or functional segment.</td>
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<td><strong>Skill Requirements:</strong> Firms will often hire individuals with degrees in the particular niche consulting field. For example, Marketing firms will look for Marketing Majors; Technology firms will look for Engineering or Computer Information Systems Majors. Niche firms traditionally hire for specific roles. Specific skill needs of the company typically outweigh the communication / teamwork skills. Knowledge of MS Excel, Word, Project, and PowerPoint are typically required.</td>
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<td><strong>Training:</strong> Often industry or function specific. Training is designed to make incoming consultants knowledgeable in a specific discipline so they can eventually represent themselves as thought leaders and experts within a specific business discipline or industry.</td>
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<td><strong>Tasks:</strong> Tasks are specific to the Niche. Responsibilities could include researching plan provisions for a Benefits Administration firm, developing salary models for a Human Resources firm working on remuneration strategies, conducting market research for a marketing consulting firm. No matter how diverse the firms, entry-level consultants should anticipate spending a lot of time working with MS Excel, Word, Access, and even tools like MS Project and Visio.</td>
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<td><strong>Education:</strong> BA, BS, BBA</td>
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## Consulting Career Paths

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<th>Business Strategy Firms</th>
<th>Systems Integration Firms / Boutique</th>
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<td><strong>Associates (3-4 yrs):</strong> In past years, many Analysts left their firms to attend graduate school in order to prepare themselves for the next level as Associates, however, recent trends indicate that many strategy firms are promoting Analysts directly to Associate after 3-4 years. Associates take an active role in all aspects of an engagement – identifying issues, forming hypotheses, planning and conducting interviews and analyses, synthesizing conclusions into recommendations, and helping to implement change. As they gain skills and confidence, they will be asked to manage bigger pieces of the problem at hand.</td>
<td><strong>Senior Consultant (3-5 yrs):</strong> Leads Design efforts for specific segment of business-improvement projects that demand a wide range of skills and services. Leads teams and projects, resources, and deliverables. Performance is weighed on utilization rate (% of time working on a billable client). Firms usually require at least 85%. Analysts can be promoted to Senior after 3 years. New Hire MBA's (depending on prior experience) are typically hired directly in as Senior Consultants.</td>
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<td><strong>Associate Principal (4-6 yrs):</strong> Begin to split their time among multiple engagements, rather than working on one engagement at a time. At the same time, they become involved in client development and participate in most office and practice decision-making. They also continue to develop in-depth expertise in practice areas.</td>
<td><strong>Manager (4-5 yrs):</strong> Manages multi-faceted business-improvement projects. Leads project that usually consists of multiple teams and manages budgets, resources, and deliverables. Responsible for identifying new sales opportunities within client account.</td>
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<td><strong>Principal (4-6 yrs):</strong> Consultants who are elected principals have demonstrated their superior ability to lead and inspire consulting teams, manage every phase of an engagement, coach and mentor colleagues, and contribute to knowledge. Principals build relationships with clients, and pursue a balance of depth and breadth in their professional interests.</td>
<td><strong>Senior Manager (5-7 yrs):</strong> Holds full client and project management responsibility; leads multi-functional teams that help clients adapt to changing economic conditions and develops sound business and technology strategies. Senior Managers often serve as Subject Matter Experts in specific functional area or industry. Performance is highly weighed on ability to generate new sales. Sales are emphasized over utilization.</td>
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<td><strong>Directors -</strong> Consultants who are elected directors have demonstrated superior ability to lead and inspire consulting teams, manage every phase of an engagement, coach and mentor colleagues, contribute to knowledge, and provide senior counsel to our clients. Directors function in much the same way principals do to build relationships with clients, and pursue a balance of depth and breadth in their professional interests. Directors assume an added responsibility for building new client relationships.</td>
<td><strong>Partner or Vice President:</strong> Leads a practice or division (i.e. Oracle practice) or a industry service line (ie. Manufacturing, telecommunications), defines strategic direction, and manages resources and utilization. Directs bids and proposals for large-scale projects, leads pre-sales activities, identifies new business development opportunities and leads sales pursuits.</td>
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The Consulting Hiring Process

Application Process

Consulting firms often focus their recruiting early in the academic year with the bulk of activity occurring during the fall and winter months. Deadlines for applicants can be as early as the latter part of November. There are also some firms who will still be screening candidates in the spring. Start as early as possible to maximize your chances of getting hired in this competitive field. Contact employers to identify deadlines and the optimal time to begin submitting resumes.

Consulting firms often require other documents in addition to your resume and cover letter. Many firms will ask for items such as GPA, transcript, standardized test scores (GRE or SAT) and writing samples. Make sure you check with employers regarding the specific materials which they require in order to screen candidates.

Building Your Resume

Consulting firms receive thousands of applications each year, both during the recruiting season and otherwise. Your resume serves as an important tool for recruiters in the selection/elimination processes. You increase your selection chances by tailoring your resume and cover letter to specific consulting firms and positions. Consulting recruiters look for the following on resumes:

- **Evidence of academic strength.** Some firms insist on this information and even set GPA/board score cutoff points. Scores are usually more important for undergraduates than to MBAs or "career changers". *Don’t let this category scare you! Consulting firms would often rather see a solid 3.2 GPA with plenty of experience working with people (clubs, organizations, etc), than a 4.0 and little experience with people!*

- **Team player characteristics.** Consulting firms structure their teams very carefully. Some of them use complicated matrices to determine the best fit for each project based on available resources, necessary skills, and training plans. Recruiters want people who can play their roles with flexibility and grace. Demonstrate that you’ve worked in dynamic situations!

- **Propensity for leadership and confidence.** Consulting firms want employees with senior management potential. They see all hires as either future partners or future clients. Consulting firms want to work with employees who already demonstrate a predisposition to leadership, not someone who needs to be taught from scratch. Evidence of such potential includes leadership positions held in college and/or the undertaking of new initiatives without support.

- **Accomplishments.** Firms seek people who boast accomplishments that demonstrate reliability, tenacity, commitment, motivation, and high standards of excellence. Clients want to hire consultants who can get things done well, in a short amount of time and without too much hassle.

- **Distinctions.** You’ve got lots of competition. However, if you can differentiate yourself on your resume – highlighting technical skills, foreign languages, publications, awards, notable public appearances – it will be to your advantage.
- **Client skills.** Consulting is a client business. Consultants must work well with clients. Evidence of this might include a service-oriented job, like a part-time technical support position or a community service position. Highlight customer service whenever possible!

- **Other Important Points:**
  - Wherever possible, quantify your results to make your achievements more concrete and tangible.
  - Be aware that how you write and structure your resume says a lot about how you communicate with others.
  - Make your resume as concise as possible.

**The Consulting Interview Process**

The recruiting process typically involves a series of rigorous interviews and forms of questioning which are not common when interviewing in other industries. Candidates are often required to analyze cases and /or respond to analytical questions regarding hypothetical situations.

**The following is a typical format for the consulting interview process:**

- **1st round:** One or two half-hour interviews with a senior consultant. Expect at least one of these interviews to contain a case.
- **2nd round:** Up to four 45-minute interviews. Anticipate at least one of these to be a case interview. The other interviews, however, are usually behavioral. Multiple interviews with the same employer are typically with different interviewers. **Important:** Make sure you do not use the same examples in your interviews. Be prepared to provide unique examples in response to behavioral / hypothetical questions. Most firms extend offers after the second round. If the candidate has requested a specific regional office, the interviews will usually take place in that office.
- **3rd round:** In rare cases, firms will ask candidates back for a third round of interviews, often exclusively with partners of the firm.

**The Case Interview**

Consulting is known for requiring candidates to complete a case during the interview process. Case interviews are problem-solving exercises designed to test a candidates ability to think and act like a consultant in an intense face-to-face situation. While some interviewers draw on recent real world experience to develop a case, you are not expected to have any industry knowledge. The interviewer is more interested in checking out your thought process and assessing your analytical ability, creativity, and poise. Some companies present cases as written documents to be read and prepared. But usually, the interviewer describes the key facts and issues of the case before asking the candidate for an analysis. While every case is different, follow the tips below to improve your chances of cracking it without too much difficulty.
Case Interview Tips (Biswas and Twitchell, 1999)

- **Listen to the Question and Repeat:** Before jumping into an answer, ask the interviewer a number of questions to gather vital information about the case. Your interviewer will answer you with pieces of information to help you formulate new questions and, ultimately, your case recommendations.

- **Ask Clarifying Questions:** Many case questions are abstract and ill-defined. This is intentional. The interviewer wants to see if you can organize your thoughts and structure a logical discussion. Ask about best practices in the industry. Find out what other companies in this industry do when facing similar issues.

- **Structure your Analysis with a Framework:** Before you jump into discussion, outline your intended path of analysis.

- **Discuss Each Category of the Framework:** Your discussion of the case should closely follow your framework. Cover one part of the framework at a time.

- **Summarize and Conclude:** Many interviewers evaluate candidates by their ability to present results. Your summary should always refer back to the original question. Pull together all of the questions you developed while proceeding through your framework and summarize your thoughts and recommendations - succinctly!

- **Remain Composed:** Everyone gets stuck in a case interview at some point. No matter what, never show any signs of being flustered in a case interview. Remember to breathe! Your composure before your client (or lack thereof) is a key factor of your evaluation.

**Example Case Questions**

DLS Consulting Group has a well-established strategy-based consulting practice, and it is considering offering information technology consulting services. The primary motivation of this interest is not to enter a new consulting field, but rather to increase the firm’s profit margin. Is this a good way for the firm to improve profitability?

- [casequestions.com/](http://casequestions.com/)

**Example Behavioral Questions**

- **How do you deal with someone in your group who isn’t pulling his or her weight, or disagrees with your goals?**
  - Avoid criticism. Try to think of a time when you encouraged someone to do his or her best or won someone over to your side. Team sports examples are good here. Emphasize how everyone has something to contribute.
• **What position do you normally take on a team?**
  o Avoid portraying yourself as an obsequious follower or a tyrannical dictator. Consulting firms want people (especially neophytes) who ask questions, make contributions, and get their points across. They want someone who neither passively receives information nor commandeers the entire case team.

• **Tell me what you’re most proud of on your resume.**
  o Choose something that conveys the qualities consulting firms want and that lets you explain something not obvious to the interviewer.

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**Links to News on the Field**

[Industry Spotlight: Management Consulting](#)

[Consulting Facts and Trends](#)

[Is Boutique Consulting Right for You?](#)

[Consulting Salary Survey](#)

[Careers in Business Consulting](#)

[The Vault Online Career Library](#)

**Consulting Websites**

[Accenture](#) – Global Systems integrator and management consulting firm.

[Booz-Allen Hamilton](#) – Major consulting firm that is organized into two major operating sectors: Worldwide Commercial Business (management consulting for commercial entities) and Worldwide Technology Business (technical and management services primarily for public sector clients). Visit their website to see recent split to Booz & Company.

[Cambridge Associates](#) - Cambridge Associates provides endowed institutions, international organizations, private clients, and corporations with unmatched coverage of the investment and financial world. Our consultants, supported by other experienced professionals and proprietary analyses, offer independent, thoroughly researched advice.

[Capgemini](#) - Capgemini works with their clients to provide consulting services to develop strategies for short and long term growth of the company, technology services to improve IT systems and outsourcing services for improvement in areas of Finance, Accounting and more detailed IT services.

[CGI](#) - CGI is a world-class leader in information technology (IT) and business process services with the expertise and capabilities to serve the needs of businesses and governments of all sizes.
Cornerstone Research - Cornerstone Research is a consulting firm specializing in the analysis of complex financial, economic, accounting, and marketing issues.

Deloitte Consulting - Deloitte Consulting practitioners are business consultants committed to delivering results. The firm works side-by-side with its clients to develop innovative strategies and solutions. Then, Deloitte Consultants stay around to help execute the plan in order to create real and lasting value for clients.

FTI Consulting - FTI brings insight and expertise to deliver successful and expedient resolution to the most challenging financial, litigation and business-critical issues.

IBM Consulting - International Business Machines Corporation is the world's largest information technology (IT) company. The solutions and services delivered by IBM span all major industries, including financial services, healthcare, government, automotive, telecommunications and education, among others.

ICF Consulting - ICF Consulting is a leading management, technology, and policy consulting firm. Drawing upon extensive industry knowledge, distinguished professionals, and innovative analytics, the firm develops solutions to complex energy, environment, homeland security, community development, and transportation issues.

KCIC, Kenesis Corporate and Information Consulting - The Kenesis Group is an independent consulting firm that provides its clients with a wide array of financial, strategic, and operational consulting services to assist them with their insurance-related asset and liability management.

Navigant Consulting - Specialized independent consulting firm providing litigation, financial, healthcare, energy and operational consulting services to government agencies, legal counsel and large companies facing the challenges of uncertainty, risk, distress and significant change.

Northrop Grumman Information Technology - Northrop Grumman's Information Technology sector is a premier provider of advanced information technology solutions, engineering and business services for government and commercial clients.

Protiviti - Protiviti is a leading provider of independent internal audit and business and technology risk consulting services. We help clients identify measure and manage operational and technology related risks they face within their industries and throughout their systems and processes.
Consulting Websites (Other Firms)

Arthur D. Little - Management consulting, technology & innovation, and environment & risk consulting.

Boston Consulting Group (BCG) – International strategy and management consulting firm; includes the BCG Strategy Institute that researches new approaches in strategy.

The Bridgespan Group - The Bridgespan Group is a nonprofit, organization applying leading-edge management strategies, tools and talent to help other nonprofits and foundations achieve greater social impact.

Capgemini - Cap Gemini is system integration consulting firm, offering global services in consulting, technology, outsourcing, and local professional services.

Hewitt Associates – Human Resources consulting firm specializing in Benefits Administration Outsourcing.

McKinsey & Company – a global business strategy consulting firm that helps business leaders address their greatest challenges, from reorganizing for long-term growth to improving business performance and maximizing revenue.

Monitor Group - Family of professional service firms, which provides business consulting and online strategic services to small and medium-sized enterprises in emerging markets.

Consulting Job Opportunities

- Career Builder
- PioneerLink
- Monstertrak

Graduate Programs

Bentley MBA – Concentration in Organizational Change Management

Columbia MBA – Concentration Management Consulting

Emory MBA – Concentration in Strategy Consulting

Harvard MBA - Provides several concentrations in Management

North Carolina MBA – Concentration in Management Consulting