

Business Consulting

COURSE DETAILS

Course Code: BUS356

Instructor: TBD

Contact Hours: 45

Credits: 3

Language of Instruction: English

Course Prerequisites: Coursework in fundamentals of marketing, organizational behaviour, or strategic management.

COURSE DESCRIPTION

Management consulting will continue to be a significant and popular career option, as it provides an opportunity for challenging work, continued self-development, access to important social and professional networks, traveling, and financial rewards.

In this course, you will explore the art of using expertise in a field to advise client organizations on high-level strategic issues and provide them with management counsel. Throughout the course, you will experience the opportunity to work on solving executive-level problems and simulate consulting project activities and situations by working on business cases, exercises, and a team assignment based on real-life consulting challenges. The class will be taught using a combination of discussion, cases, and guest lectures. The class environment will be highly interactive and participative. The course will culminate with a Team Project Competition, in which students will be organized into 6 consulting teams: Strategy Consulting, IT Consulting, Marketing Consulting, Human Capital Consulting, Operational/Process Consulting, and Organizational Consulting. While elaborating the course project, you will receive coaching and guidance from the professor in two Consulting Labs to provide you with an intensive on-the-job training experience. The consulting proposals will be presented in the last class and will be judged by a guest consultant.

The goal of the course is to provide you with a hands-on experience of management consulting. Therefore, you will be taken on a journey departing from experiencing what business consultants do, who they work for, how they spot consulting opportunities, how they develop proposals, perform business diagnostics, develop solutions, create an effective implementation plan, and skillfully present it to the client. In the process, you will have the opportunity to meet and learn from practicing experts: a management consultant from a large consulting group and an independent consultant, who will be invited to provide information relevant to their firms, their professional experience, and their particular expertise in the profession.

COURSE OBJECTIVES

Learning Outcomes

Through your participation in this course, you:

- Explain the nature and rigor of business consulting as practiced in the field
- Develop skills to work in a competitive setup under pressure and short deadline
- Debate opinions and arguments with evidence obtained from research and analytical techniques when discussing case studies
- Design a thorough business proposal aimed to address client's needs and objectives
- Apply qualitative/quantitative research skills, creative problem solving and design for consulting

METHODOLOGY

This course involves a combination of lecture and discussion seminars, student-led presentations, written papers, place-based learning, and a final examination. You are expected to attend and participate actively in all class sessions and should take regular, detailed notes for use in graded assignments. Student-led discussion sessions are designed to facilitate participation and promote debate.

Experiential Learning & Field Visits

Experiential learning is an essential component of education abroad, and attendance on and participation in field activities is a required part of coursework. In this course, you explore the global city in which you are studying using a variety of tools. This provides the opportunity to collect information and explore important resources for assigned papers, projects, and presentations. Background information and directions to each location will be provided to prepare you for field visits.

Assigned field components may include but are not limited to the following:

Globally Networked Learning (GNL)

This course may be configured as a CEA CAPA Globally Networked Learning (GNL) course which uses

CEA CAPA's classroom technology to connect CEA CAPA London students with CEA CAPA students studying International Business in a different location. This environment creates opportunities for you to develop professional skills requisite of international collaboration and exposure to international perspectives. It

provides a simulation of working on a multinational project where you communicate effectively across time zones, cultures, and other interpersonal boundaries. You develop advanced level organization, time management, and prioritization skills.

GRADING

Grading Rubric

LETTER GRADE	SCORE OR PERCENTAGE	DESCRIPTION
A	93-100	Achievement that is outstanding relative to the level necessary to meet course requirements.
A-	90-92	Achievement that is significantly above the level necessary to meet course requirements.
B+	87-89	
B	83-86	
B-	80-82	Achievement that meets the course requirements in every respect.
C+	77-79	
C	73-76	
C-	70-72	Achievement that is worthy of credit even though it fails to meet fully the course requirements.
D+	67-69	
D	60-66	
F	0-59	Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I.

How Grades are Weighted

The final grade is weighted as follows:

COURSE REQUIREMENTS	PERCENTAGE
Participation	10%
Guest Speaker Assignment	15%
Case Studies Preparation	25%
Team Competition Project	25%
Final Exam	25%

Assessment Details

Participation - 10%

You are expected to attend and actively participate in all lectures and field studies. Participation during class (including discussion following student presentations) and field studies is essential for a strong participation grade. Readings should be completed in advance of class and you should engage with relevant field study material in advance of site visits so that you can demonstrate your knowledge through relevant comments, questions, and analysis.

You are responsible for ensuring that you are recorded on the class register at the beginning of each class and site visit. If you arrive late, you must ensure you are added to the register at the end of class.

Paper – Urban Exploration: London Communities - 20%

This short 1000-word paper is based on an analysis of personal exploration of a particular London community or neighborhood. You should spend time visiting your chosen location and incorporate your own observations and insights into your work.

Your paper should:

- Be based on a clearly-stated thesis.
- Engage with course concepts, theories, and readings in order to analyze the character and significance of your chosen location in relation to London's identity as a global city.
- Provide insight into the relationship among the city, its inhabitants, and its global influences.
- Be analytical rather than descriptive.
- Incorporate a minimum of five sources of secondary research.

You are also required to submit a single PowerPoint slide representing your chosen community. This should include a location image and several key points relating to the location's character and how it highlights London's identity as a global city.

Your paper may focus on any part of London except those covered in the field studies (i.e. Brixton, Greenwich, Whitechapel, Shoreditch including Brick Lane, Victoria & Albert Museum, South Bank & Bankside, Canary Wharf, and the Queen Elizabeth Olympic Park).

Recommended locations include:

Submissions

All written work should be submitted directly via Turnitin on CANVAS according to the due dates listed. Please keep a hard copy of all written work. Late papers are penalized at 3% per day unless prior arrangements have been made with the instructor.

COURSE CONTENT

Unit 1 – Course Introduction:

SESSION 1

Consulting as a Profession:

The role of the consultant

Required skills

Types of consulting projects

Reading:

Block, Ch. 1, 2 and 7

Unit 2 – Challenges of Consulting

SESSION 2

Assignments & Activities

- Submit Case 1

Unit 3 – Marketing & Selling of Consulting Services:

SESSION 3

Topics

Understanding the client's business & industry

Making a good first impression

The proposal development process

Assignments & Activities

- Submit Case 2

Required Readings & Resources

- Block, Ch. 3

Unit 4 – Consulting Methodology

SESSION 4

Topics

First client meeting dynamics

Needs assessment: listening actively

Consulting contract

Required Readings & Resources

- Block, CH. 4, 5 and 6

Unit 5 – From Diagnosis to Discovery

SESSION 5

Topics

Implementing consulting methodology & recommendations

Mobilizing, aligning, assessing risk

Project teams

Assignments & Activities

- Submit Case 3

Required Readings & Resources

- Block, Ch. 10, 11 and 12

Unit 6 – Data Gathering Techniques, Business Research Basic Strategic Tools & Frameworks:

SESSION 6

Topics

SWOT analysis, profitability/financial analysis, marketing/positioning, operations/productivity,

Market entry & expansion,

Market sizing & estimation

Unit 7 – Key Success Factors of Business

SESSION 7

Assignments & Activities

- Consulting Lab 1

Unit 8 – Analysis & Delivering Results

SESSION 8

Topics

Presenting action proposals to the client

Developing alternatives

Required Readings & Resources

- Block, Ch. 13, 14 and 15

Unit 9 – Engagement & Implementation

SESSION 9

Topics

Project management team effectiveness

Communication with the client

Customer satisfaction assessment metrics

Follow-up on recommendations

Assignments & Activities

- Submit Case 4

Required Readings & Resources

- Block, Ch. 16 and 17

Unit 10 – Guest Speaker

SESSION 10

Prepare and submit questions to guest speaker

- Hill, C., and G. T. M. Hult, *International Business: Competing in the Global Marketplace*, New York: McGraw-Hill/Irwin, 2018. Chapter 18.
- Lehmborg, Derek and Jeff Hicks. “A ‘Glocalization’ approach to the Internationalizing of Crisis Communication.” In *Business Horizons*. 2018.
<https://www.sciencedirect.com/science/article/abs/pii/S0007681318300028?via%3Dihub>.

Unit 11 – Resistance to Change

SESSION 11

Assignments & Activities

- Submit Case 5

Required Readings & Resources

- Block Ch. 8 and 9

Unit 12 – Consulting in the Public, Not-For-Profit Sector and Small Business Consulting

SESSION 12

Assignments & Activities

- Consulting Lab 2

Unit 13 – Managing Problems & Challenges in the Consulting Practice

SESSION 13

Topics

Aligning, success factors, ethics

Collusion between consultant & client

Required Readings & Resources

- Block Ch. 18

Unit 14 – Final Exam

Unit 15 – Consulting Team Competition

READINGS & COURSE MATERIALS

Course materials are distributed electronically and can be found on CANVAS or online. Key texts on London are also available in the CAPA Library and Course Reserves in the CAPA Academic Office. Refer to the CAPA Library Guide for additional libraries and learning resources available in London. Readings may be supplemented with video footage to foster comparative analysis, introduce representations of historic and contemporary London in a variety of media, and illuminate issues of topical concern.

Primary documents form an essential component of course readings and discussion and should be read with care. Please note that readings listed on the syllabus may be subject to change. There is no required textbook for this course.

Additional Readings & Resources

Required reading and resources for each unit are detailed in the relevant section above. The following readings and resources are additional recommendations for this course:

Textbook

Block, P. *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer, 2011.

POLICIES

Academic & Attendance Policies

Attendance is mandatory for all CAPA classes. Expectations for attendance, consequences for tardiness or unexcused absences, and other CAPA policies governing academic performance and integrity are outlined in [CAPA's Academic and Attendance Policies](#). Additional requirements that may be associated with a specific course or program are addressed in the term syllabus.

Academic Conduct

Justice, equity, diversity, and inclusion are core values for CAPA, and we intend that our classrooms and academic cultures be welcoming spaces that are conducive to learning. Conduct in academic contexts that goes against these principles may carry both academic and disciplinary consequences.

Using slurs or expressing views that are racist, misogynistic, homophobic, transphobic, or that target members of a certain class, ethnic, or religious group - or any language that works against the shared creation of welcoming, inclusive academic spaces that are conducive to learning - will not be tolerated by CAPA, and may lead to dismissal from the program with no credit granted.

Students may be given a verbal warning and/or one written warning prior to dismissal depending on the severity of the incident. Home institutions will be notified of the nature of the disciplinary action, which may lead to additional sanctions or judicial actions on the home campus.

University of Minnesota Policies & Procedures

The University of Minnesota serves as CAPA's School of Record. As such, all CAPA students should be aware of and prepared to respect the University's policies surrounding academic

integrity.

Academic integrity is essential to a positive teaching and learning environment. All students enrolled in university courses are expected to complete coursework responsibilities with fairness and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own can result in disciplinary action. The University Student Conduct Code defines scholastic dishonesty as follows:

Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering forging, or misusing a University academic record; or fabricating or falsifying data, research procedures, or data analysis.

Within this course, a student responsible for scholastic dishonesty can be assigned a penalty up to and including an "F" or "N" for the course. If you have any questions regarding the expectations for a specific assignment or exam, please ask.

STUDENT LEARNING & DEVELOPMENT OUTCOMES

Five core CAPA-wide Student Learning and Development Outcomes (SLDOs) are incorporated into all aspects of your study abroad experience.

Globalization	You are able to recognize, describe, and interpret examples of the impact of globalization in the urban environment.
Urban Environments	You are able to explore and analyze the spaces you inhabit, and reflect on differences and similarities between your home and other environments.
Social Dynamics	You are able to understand concepts of and implications of the realities of power, privilege, and inequality in urban environments.
Diversity	You are able to describe, interpret, and respect the differences and similarities within your student community and between your home country and the host country.

Personal and Professional Development

You are able to recognize the development of skills relative to personal and professional development and career preparedness: networking; communications; remote collaboration; global perspective; cultural awareness; organization; time management and prioritization; problem solving; adaptability; goal setting; and career-based or vocational skills.