

Management
Course Number: 22:620:609
Course Title: Management Consulting

COURSE DESCRIPTION

Overview

All businesses say that they want to hire college graduates that are problem solvers. But, consulting is one of the few industries in which college graduates' problem solving skills are put to the test right away. Clients pay a lot of money for consultants' advice and the situation is one of high risk for the recommendations to succeed (or fail). The purpose of consulting is to solve problems that the client cannot solve on their own.

This course attracts students who are intent on having a career in consulting, are considering jobs in consulting, and who will not be in consulting but want to attain the approach of problem solvers and change agents in whatever job they take upon graduation. Consulting firms target business students, but they also recruit arts, sciences, engineering, and other students. These firms want diversity of thought and an array of disciplines to diagnose and solve knotty business problems that companies cannot.

Roadmap

This course develops management consulting skills by examining best practices for introducing change by internal and external consultants. The first half of the course examines various aspects of the consulting process, including problem assessment and diagnosis, contract preparation, data collection and analysis, and recommendations. The second half of the course explores key topics such as firm marketing, firm management, and ethics. The course combines lectures, class discussions, case analyses, and simulations as vehicles for application of theory in action.

Learning Outcomes

By the end of this course, students will be able to:

- understand the consulting process from the beginning point of proposals to the end point of recommendations

- appreciate the leadership role requirements of partners, team managers, and associates in order to properly execute a consulting engagement
 - synthesize and apply a wide array of analytical tools acquired from prior courses and new tools learned in this course to real business problems
 - understand the different specialties and operating styles of management consulting firms
 - use consulting's unique approach whether you intend to pursue consulting, general management, or some other career interest.
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COURSE MATERIALS

Required: Flawless Consulting: A Guide to Getting Your Expertise Used, 3rd Edition

Harvard Business School Case Course Pack

Optional: **Case in Point: Complete Case Interview Preparation, 10th Edition**

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area of the Rutgers Master of Business Administration Program:

Learning Goal

Students will graduate with a command of business theory and practice.

Objective

Students will demonstrate a mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical business problems.

NOTICE

This Syllabus – including but not limited to assignment due dates, assignment instructions, and topics for classes – is subject to change with notice. Students are responsible for obtaining and following any syllabus changes posted on Canvas.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

A student must notify the instructor in advance by e-mail that the student will be absent. If absent, the student is responsible for submitting assignments on time per the syllabus schedule and for obtaining class notes and lecture notes. Students should take special care to attend class the days of the exam(s) and of the final presentation. If the student misses 3 or more classes, then the student's grade will be reduced. (This does not include absence due to religious observance, a Rutgers-approved activity or documented illness or family emergency.) The rationale for this policy is that class participation is an integral part of the learning process for this course.

For weather emergencies, consult the Campus Status page below. If the campus is open, class will be held.

If I am to be absent, a department representative or I will send you notice via email or Canvas as far in advance as possible.

RUBRIC FOR ASSESSING CASE ASSIGNMENT PAPERS

<u>Category</u>	EXTRAORDINARY; EXCEPTIONAL 100/99 Meets all of the elements below:	VERY GOOD; TYPICAL 89 Usually meets these elements:	FAIR WITH MUCH MISSING 79 Meets these elements:	BELOW AVERAGE 69 Reflects these elements:
Comprehensiveness	Team follows all directions; Addresses all issues thoroughly	Team follows most directions; Addresses most issues.	Team follows some directions; Addresses some issues.	Team follows some directions; Addresses few issues.

Process	Everyone fulfills each team role perfectly; Conflict is handled completely	Most fulfill team roles well; Conflict is handled	Team roles are done somewhat well; Conflict remains	Team roles are not done well; Conflict remains;
Organization	Paper has a logical structure & many paragraph breaks; has informative subheadings.	Paper has evident structure & paragraph breaks; has subheadings.	Paper has ambiguous structure; subheadings could be better.	Paper structure is not apparent; thoughts are in a disorganized sequence.
Recommendations	All arguments and recommendations are clear, original, and compelling; Provides great rationale for all.	Most of the arguments and recos are strong; Gives rationale for most aspects.	Some of the arguments and recos are good; Gives rationale for some aspects.	Few of the arguments and recos are good; Simply re-states the obvious.
Support	All arguments supported by strong facts, sources, and citations.	Most arguments supported by facts, sources, and citations.	Some arguments supported by facts, sources, and citations.	Few arguments supported by facts, sources, and citations.
Grammar/Spelling	Zero grammar, typographical, spelling, usage errors, or 'widows'.	Few grammar, typographical, spelling or usage errors.	Some grammar, typographical, spelling or usage errors.	Many grammar, typographical, spelling or usage errors.

Class Participation:

Class participation will be based on interactive lectures, “case study” method discussions, and assigned articles. Students will have the opportunity to volunteer to participate. And, students may be called on, at random, to respond to queries by the professor. Students will also interact, exchange ideas, and craft potential solutions during the class. The ability to present and defend ideas is an important skill for a consultant.

CLASSROOM CONDUCT

The use of phones or any device for calling, texting, audio recording, video filming, still photography or any other purpose is strictly prohibited. Laptops are permissible only for following the Class Notes posted on Canvas or for taking notes on the lecture. Any student using the laptop for a non-class related purpose will have this privilege revoked. Further, “Googling” in search for answers posed by the professor during class discussion is not allowed and is a violation of the Academic Integrity policy.

RUBRIC FOR ASSESSING CLASS PARTICIPATION

Category	99 Meets all of the elements below:	89 Usually meets these elements:	79 Meets these elements:	69 Reflects these elements:
Contributions	Very frequently contributes useful ideas when participating in classroom discussion -- a definite leader.	Regularly contributes useful ideas when participating in classroom discussion -- a strong student.	Sometimes provides useful ideas when participating in classroom discussion -- a satisfactory student .	Rarely provides useful ideas for classroom discussion -- a weak student. Contribution typically comes only when the professor solicits it from the student.
Quality	All comments are thoughtful, insightful, constructive and unique.	Most comments are thoughtful, insightful, constructive and unique.	Some comments are thoughtful; Others are general and obvious.	Comments are usually general and obvious or of the "me too" variety.
Attitude	Always respectful of others opinions. If disagrees, always does so professionally.	Respectful of others opinions. If disagrees, usually does so professionally.	Occasionally has a positive attitude about others opinions. Needs more tact.	Has an inconsistent attitude about others opinions. Sometimes positive; sometimes insensitive.
Engagement	Always stays focused on in class work. Is attentive - - never any texting or engaged in side conversations.	Mostly stays focused on in class work.	Inconsistently focused on in class work. Sometimes distracted or distracting.	Infrequently pays attention to the lecture or discussion. Is more interested in non-class work on the phone, on the laptop/Internet, etc.
Attendance	Attends all classes, is always punctual, prepared and ready to work	Attends all classes, is usually punctual, prepared and ready to work.	Attends all classes, but punctuality is inconsistent.	Misses classes and punctuality is inconsistent.

Project 1: Consulting Project with Case Study

The first half of the course focuses on the tools of management consulting from the proposal phase through the implementation phase. The purpose of the first project is to apply the tools you have learned and this will be done through a major Harvard Business School case study. First, you will have to write a proposal. Then, you will assume that you have submitted the winning proposal and conduct an analysis and propose recommendations. You should not conduct outside research for the case analysis. You should assume the role of a consultant who makes recommendations based on the same situation and information presented in the case. You will receive more specific information later on the case and on the project.

Project 2: Real World Insights on a Consulting Firm

The second half of the course focuses on the different types of management consulting practice. In other words, different firms have different specialties as well as different ways of how they operate. The purpose of the second project is to focus on two firms in the same practice area and to gain an in-depth understanding about those firms. For this project, outside research is permitted and encouraged. This will give you a real world appreciation for the tools that you have learned. You will receive more specific information later on the requirements for the project and on how to determine the subject firms.

Semester Grading Policy:

Semester grades will be calculated based point totals from the grading element and grading weight cited above, with total points correlating to the following grades, with no “rounding”:

100-95.00 > A ; 94.99-91.00 > A- ; 90.99-88.00 > B+ ; 87.99-84.00 > B ; 83.99-81.00 > B- ; 80.99-78.00 >

C+ ; 77.99-74.00 > C ; 73.99-71.00 > C- ; 70.99-68.00 > D+ ; 67.99-60.00 > D ; 59.99 and below > F

GRADING POLICY

Grading Overview:	Weight
Case Assignment # 1	10%
Case Assignment # 2	10%
Case Assignment # 3	10%
Case Assignment # 4	10%
Class Participation	10%
Major Project 1	25%
Major Project 2	<u>25%</u>
Total	100%

COURSE SCHEDULE

Week	Topic
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1	Overview of the Consulting Industry
2	Getting Contracts and Gathering the Data
3	Framing the Problem
4	Analyzing the Data with Frameworks and Models
5	Developing, Presenting and Implementing Recommendations
6	Engagement Management
7	Major Project 1 Due: Consulting Project with Case Study
8	Consulting Specialties: Strategy, Marketing, IT, and Operations
9	Consulting with Agile Processes
10	Strategy Simulation
11	Firm Management and Ethics in Consulting
12	Consulting: A View from the Inside > Guest Speaker
13	Case Interview Practice
14	Major Project 2 Due: Comparison and Contrast of Selected Consulting Firms

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]