



Business Consulting

SECTION I: Course Overview

Course Code: BUS356VIR

Subject Area(s): Business

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

Language of Instruction: English

Total Contact Hours: 45

Recommended Credits: 3

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.

LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- 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

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBA
Contact Information:	TBA
Term:	SEMESTER

ATTENDANCE POLICY

This class will meet once weekly for 150 minutes each session. All students are expected to arrive on time and prepared for the day's class session.

CEA enforces a mandatory attendance policy. You are therefore expected to attend all regularly scheduled class sessions, including any field trips, site visits, guest lectures, etc. that are assigned by the instructor. The table below shows the number of class sessions you may miss before receiving a grade penalty.

ALLOWED ABSENCES – SPRING & FALL SEMESTERS		
Courses Meeting X day(s) Per Week	Allowed Absence(s)	Automatic Failing Grade at X th Absence
Courses meeting 1 day(s) per week	1 Absence	4 th Absence

For every additional absence beyond the allowed number, your final course grade will drop down to the subsequent letter grade (ex: A+ to A). As a student, you should understand that the grade penalties will apply if you are marked absent due to tardiness or leaving class early. In the table below, you will find the grade penalty associated with each excessive absence up to and including automatic course failure.

ATTENDANCE DOCKING PENALTIES				
Absence	1 st	2 nd	3 rd	4 th

The instructor reserves the right to make changes or modifications to this syllabus as needed

Penalty	No Penalty	0.5 Grade Docked	1 Grade Docked	Automatic Failure
HIGHEST POSSIBLE GRADE AFTER ATTENDANCE PENALTIES				
Grade	A+	A	A-	F

GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

Class Participation	10%
Guest Speaker Assignment	15%
Case Studies Preparation	25%
Final Examination	25%
Team Competition Project	25%

The instructor will calculate your course grades using the CEA Grading Scale shown below. As a CEA student, you should understand that credit transfer decisions—including earned grades for courses taken abroad—are ultimately made by the your home institution.

CEA GRADING SCALE			
Letter Grade	Numerical Grade	Percentage Range	Quality Points
A+	9.70 – 10.0	97.0 – 100%	4.00
A	9.40 – 9.69	94.0 – 96.9%	4.00
A-	9.00 – 9.39	90.0 – 93.9%	3.70
B+	8.70 – 8.99	87.0 – 89.9%	3.30
B	8.40 – 8.69	84.0 – 86.9%	3.00
B-	8.00 – 8.39	80.0 – 83.9%	2.70
C+	7.70 – 7.99	77.0 – 79.9%	2.30
C	7.40 – 7.69	74.0 – 76.9%	2.00
C-	7.00 – 7.39	70.0 – 73.9%	1.70
D	6.00 – 6.99	60.0 – 69.9%	1.00
F	0.00 – 5.99	0.00 – 59.9%	0.00
W	Withdrawal	N/A	0.00
INC	Incomplete	N/A	0.00

ASSESSMENT OVERVIEW

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

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Class Participation (10%): Student participation is mandatory for all courses taken at a CEA Study Center. The instructor will use the rubric below when determining your participation grade. All students should understand that attendance and punctuality are expected and will not count positively toward the participation grade.

CLASS PARTICIPATION GRADING RUBRIC	
Student Participation Level	Grade
You make major & original contributions that spark discussion, offering critical comments clearly based on readings, research, & theoretical course topics.	A+ (10.0 – 9.70)
You make significant contributions that demonstrate insight as well as knowledge of required readings & independent research.	A/A- (9.69 – 9.00)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	B+/B (8.99 – 8.40)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	B-/C+ (8.39 – 7.70)
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C/C- (7.69 – 7.00)
You very rarely make comments and resist engagement with the subject. You are not prepared for class and/or discussion of course readings.	D (6.99 – 6.00)
You make irrelevant and tangential comments disruptive to class discussion. You are consistently unprepared for class and/or discussion of the course readings.	F (5.99 – 0.00)

Guest Speaker Assignment (15%): During the visit of a guest speaker, you will work in class on a team assignment proposed by the guest speaker. The assignment will not be available prior to class. Its aim is to prepare you to work in a competitive setup under pressure and short deadline.

Case Studies Preparation (25%): Throughout the course you will need to read five short business case studies based on current real-life consulting challenges and prepare for a class discussion by answering questions corresponding to the case. Your preparation will be tested in class using quizzes, open questions, or written deliverables. Case study preparation for in-class discussion constitutes individual work. You will be expected to provide cogent arguments, defend your opinions, and support your proposal with evidence obtained from research and analytical techniques relevant to the topic.

Final Examination (25%): The final examination will cover all concepts from sessions 1 – 13, based on readings, lectures, videos, and class discussions. It will consist of multiple choice questions with one correct answer to each question. It will be evaluated individually.

Team Competition Project (25%): Students will be organized into 6 consulting teams: Strategy Consulting, IT Consulting, Marketing Consulting, Human Capital Consulting, Operational/Process Consulting, and Organizational Consulting. The consulting topics for the project will be based on Spanish companies, for example, the marketing strategy for Freixenet, a Catalan producer of sparkling wine called cava, for their expansion to the Chinese market. In groups of 3-5 students, you will need to leverage class learnings to elaborate and present a case analysis. Two in-class workshops, called Consulting Labs, will take place throughout the course to help teams in the development of the project. Proposals will be presented in the last class. The oral

presentations will be accompanied by a written report. The competition will be judged by a guest consultant. Teams will be evaluated based on the following criteria: research review, client proposal, business diagnostics, consulting engagement, solution and implementation plan, and finally presentation and support materials. The most successful proposal will be announced the winner of the Team Competition, and the members of the winning team will be offered a recommendation on LinkedIn by the instructor and the guest consultant.

EXPERIENTIAL LEARNING ACTIVITIES

CEA courses are designed to include a variety of experiential learning activities that will take you out of the classroom and allow you to explore your local, host city, as well as bring the local community into the classroom. These activities may include field studies, guest lectures and/or activities offered through our Academically Integrated Cultural Activities Program (AICAP).

Field Studies

- **Site Visit:** Barcelona Activa, a platform offering consulting support to companies, incl. start-ups.
- **Site Visit:** Mobile World Congress, Barcelona.

Guest Lectures

- **Guest Lecture:** consultant from a large consulting group (McKinsey & Co., BCG, Bain & Co., Deloitte Consulting, 3M, IDEO, LinkedIn), and an independent consultant.

REQUIRED READINGS

Reading assignments for this course will come from the required text(s) and/or the selected reading(s) listed below. All required readings—whether assigned from the text or assigned as a selected reading—must be completed according to the due date assigned by the course instructor.

- I. REQUIRED TEXT(S):** You may purchase the required text(s) prior to departure or upon program arrival. The required text(s) are listed below:

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

- II. SELECTED READING(S):** The selected readings for this course are listed below. You will not need to purchase these readings; the instructor will provide these selected readings to you in class (either in paper or electronic format).

Case Study 1a: Bonner case (www.flawlessconsulting.com)

Case Study 1b: Developing Professionals: The BCG Way (HBS)

Case Study 1c: When consultants and clients clash (HBR, Nov. 1997)

Case Study 2: Deloitte & Touche Consulting Group (HBS)

Case Study 3: Bon Star Hotel (HBS)

Case Study 4: East Central Ohio Freight (HBS)

Case Study 5: SMA micro-electronic products division case (HBS)

RECOMMENDED READINGS

The recommended reading(s) and/or text(s) for this course are below. These recommended readings are not mandatory, but they will assist you with research and understanding course content.

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Greiner, L., and Poulfelt, F. *Management Consulting Today and Tomorrow – Perspectives and Advice from 27 Leading World Experts*. Routledge Publishing. 2009/2010.

Rasiel, E.M. *The McKinsey Way*, McGraw.Hills, 1999.

Library sources, including journal and business press articles accessible through the library database are recommended by the instructor throughout the course.

ADDITIONAL RESOURCES

In order to ensure you success abroad, CEA has provided the academic resources listed below. In addition to these resources, each CEA Study Center provides students with a physical library and study areas for group work. The Academic Affairs Office at each CEA Study Center also compiles a bank of detailed information regarding libraries, documentation centers, research institutes, and archival materials located in the host city.

- **UNH Online Library:** As a CEA student, you will be given access to the online library of CEA's School of Record, the University of New Haven (UNH). You can use this online library to access databases and additional resources while performing research abroad. You may access the UNH online library [here](#) or through your MyCEA Account. You must comply with UNH Policies regarding library usage.
- **CEAClassroom – Moodle:** CEA instructors use Moodle, an interactive virtual learning environment. This web-based platform provides you with constant and direct access to the course syllabus, daily schedule of class lectures and assignments, non-textbook required readings, and additional resources. Moodle includes the normal array of forums, up-loadable and downloadable databases, wikis, and related academic support designed for helping you achieve the learning objectives listed in this syllabus.

During the first week of class, CEA academic staff and/or faculty will help you navigate through the many functions and resources Moodle provides. While you may print a hard copy version of the syllabus, you should always check Moodle for the most up-to-date information regarding this course. The instructor will use Moodle to make announcements and updates to the course and/or syllabus. It is your responsibility to ensure that you have access to all Moodle materials and that you monitor Moodle on a daily basis in case there are any changes made to course assignments or scheduling.

To access Moodle: Please log-in to your MyCEA account using your normal username and password. Click on the "While You're Abroad Tab" and make sure you are under the "Academics" sub-menu. There you will see a link above your schedule that says "View Online Courses" select this link to be taken to your Moodle environment.

- **Online Reference & Research Tools:** The course instructor has identified the resources below to assist you with understanding course topics. You are encouraged to explore these and other avenues of research including the databases available via the UNH online library.

<http://www.flawlessconsulting.com/>

COURSE CALENDAR
Business Consulting

SESSION	TOPICS	ACTIVITY	READINGS & ASSIGNMENTS
1	Course Introduction: Review Syllabus, Classroom Policies Consulting as a Profession: The role of the consultant Required skills Types of consulting projects Professionalism & ethics	Course Overview Lecture & Discussion	Block, Ch. 1, 2 and 7
2	Challenges of Consulting	Discussion of 3 case studies ‘Case 1’	*Submit Case 1
3	Marketing & Selling of Consulting Services: Understanding the client’s business & industry Making a good first impression The proposal development process	Lecture & Discussion Discussion of Case 2 Work on Exercises	Block, Ch. 3 *Submit Case 2
4	Consulting Methodology: First client meeting dynamics Needs assessment: listening actively Consulting contract	Lecture & Discussion Work on Exercises	Block, Ch. 4, 5 and 6
5	From Diagnosis to Discovery: Implementing consulting methodology & recommendations: mobilizing, aligning, assessing risk, project teams	Lecture & Discussion Discussion of Case 3	Block, Ch. 10, 11 and 12 *Submit Case 3
6	Data Gathering Techniques, Business Research Basic Strategic Tools & Frameworks: SWOT analysis, profitability/financial analysis, marketing/positioning, operations/productivity, market entry & expansion, market sizing & estimation	Lecture & Discussion Work on Exercises	Handout on the introduction to strategic tools
7	Key Success Factors of Business Industry Analysis	Lecture & Discussion Work on Exercises Consulting Lab 1	Handout on analytical industry tools

8	Analysis & Delivering Results: Presenting action proposals to the client Developing alternatives	Lecture & Discussion Work on Exercises	Block, Ch. 13, 14 and 15
9	Engagement & Implementation: Project management, team effectiveness, communication with the client, customer satisfaction assessment metrics, follow-up on recommendations	Lecture & Discussion Discussion of Case 4 Work on Exercises	Block, Ch. 16 and 17 *Submit Case 4
10	Guest Speaker (large consulting group and/or an independent consultant)	Work on Guest Speaker Assignment	*Submit Questions to Guest Speaker
11	Resistance to Change	Lecture & Discussion Discussion of Case 5 Work on Exercises	Block, Ch. 8 and 9 *Submit Case 5
12	Consulting in the Public & Not-For-Profit Sector Small Business Consulting	Lecture & Discussion Work on Exercises Consulting Lab 2	Greiner and Poulfelt, Ch.11
13	Managing Problems & Challenges in the Consulting Practice: aligning, success factors, ethics, collusion between consultant & client	Lecture & Discussion Work on Exercises	Block, Ch. 18
14	Consulting Best Practices The Future of Consulting	Lecture & Discussion Final Examination	Prepare for Consulting Team Competition
15	CONSULTING TEAM COMPETITION		

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SECTION III: CEA Academic Policies

The policies listed in this section outline general expectations for CEA students. You should carefully review these policies to ensure success in your courses and during your time abroad. Furthermore, as a participant in the CEA program, you are expected to review and understand all CEA Student Policies, including the academic policies outlined on our website. CEA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. For the most up to date policies, please review the policies on our website.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)