

Course Outline

MOS 4488B 550 - Management and Organizational Consulting Winter 2021

Course Meets: Mondays, 6:30pm to 9:30pm, Virtual Classroom

Instructor:; Dr. Paul Snowdon
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Virtual Office Hours: Friday: 12-1pm EST. Please email for an appointment, and please use the following subject line: **MOS 4488B - Request for Office Hours Appointment**. In the body of the email, please also highlight the specific questions you would like to cover in the session.

Course Scope and Mission:

This course examines the role of the management consultant and how the consulting industry serves to enhance the effectiveness of the organizations it serves. From an internal perspective, the course examines what it means to act as an external advisor, what skills are necessary to develop a successful consulting business model, and how to professionally engage clients to assist them in successfully reaching their goals through design and implementation of novel approaches and techniques that generate competitive advantage.

Emulating the skills necessary to be a successful consultant, this course will aide in development of problem-identification and solving abilities, communication and influencing skills, and introduce a project-based management mindset. These components lead to success in the consulting marketplace by balancing formal processes, methodologies, and models with the spontaneous creativity of a high-performance team, which manifest in the form of true innovation for clients and firm alike.

By following the consulting lifecycle, course participants will learn the nuances of the consulting business from uncovering issues, to framing problems, analyzing issues, presenting recommendations, and planning for the ever-important “Phase 2”. Students will see the industry from both perspectives, both as future consultants on a career-path to partner and as future industry managers looking to get the most from their use of external resources. The course’s 50:50 mix of lecture and in-depth case analysis will put to practice traditional strategic, process, and functional analyses together with taking on the role of “futurist” for each case organization to address business issues, to implement solutions, and to be at the forefront of knowledge development.

Course Prerequisites:

Enrolled in 3rd or 4th year BMOS at Huron University College.

Course Antirequisite(s):

MOS 4400A/B

Required Readings:

Required Text:

Wichman, L. & Wilcock, J. (2012). *Management consulting: Delivering an effective project (4th ed.)*, Pearson: Toronto, ON.

Suggested Readings:

Supplementary Text:

Fombrun, C. & Nevins, M. (2004). *Advice Business: The essential tools and models for management consulting*, Pearson: Toronto, ON. (Loan at Huron Library)

Case Package: A package of ten cases is needed for the case analysis portion of the course and cases can be obtained on-line. There are additionally two (2) online simulations that we will work through. Cases and simulations must be ordered directly from the two primary suppliers of business cases, Ivey Business School and Harvard Business School, respectively. Ordering instructions for each institution are found in the appendix to this course outline. Make reference to the case list in the Weekly Schedule below to identify the publisher of individual cases. All cases should be order directly from Ivey to receive the best price. The two (2) simulations should be ordered through Harvard. Ordering instructions for both vendors are found in the appendix to this course outline.

Other Materials:

Each week, a PowerPoint presentation will be delivered to students covering material relevant to the theory and practice of consulting. The PPT decks will not simply repeat what is in the text, but will be complementary. Case learning points will be summarized weekly, as key “take-aways” from the class discussion. Other materials the instructor wishes to hand-out will be distributed on an as-needed basis.

Students will receive an information package from the Canadian Association of Management Consultants during the first class. A student membership, including receipt of the Association’s Methodologies text and 2013 Industry Study, is entirely optional for students who choose to join the Association and the choice to join or not will in no way impact a student’s course grade.

Evaluation and Grades:

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Assignment/Exams/Cases	Dues Date	Weight (%)
Class Participation	On-Going	15
Case/Simulation Assignment (x2)		20
Mid Term Exam (Case-Based/Short Answer)		20

Group Project Deliverable & Presentation	Last day of Class	45
TOTAL		100

Participation: To maximize your participation grades – and overall learning – students should attend all classes to maximize opportunities to speak to their colleagues and concentrate on providing class comments which:

- Move the analysis along and/or take it to a “higher” level
- Provide insight that others may not have seen
- Are relevant to the class discussion
- Leverage prior learnings and other references, of your choice, in the context of the case
- Add clarity to course PowerPoint slides (required reading) in the context of the case
- Challenge colleagues in a professional and logical manner
- Draw similarities to previous learnings
- Demonstrates their relation to the current case scenario being discussed

Grade review: The instructor does not discuss grades without a substantive reason. Substantive reasons include errors made during grading. If you would like me to re-evaluate your grade in any component of the course, you should follow this procedure:

- (a) Write a memo explaining why you need me to re-evaluate your grade. The memo should contain substantive arguments only, and not humanitarian (e.g., “I *really* need an A,” “I worked so hard”), or social justice (e.g. “he got an A for saying the same thing”) appeals. If you do feel that a social justice appeal is justified, you should get the cooperation of the person who you are comparing with, and have them also submit their paper. You may submit this memo to the commerce office.
- (b) You will normally get a response from me within a week.
- (c) The entire exam or paper will be re-evaluated, and you should be aware that any grade changes are possible (i.e. decrease, increase or none). The only exception to the “entire paper gets re-evaluated” policy is a case where there is a mathematical error in determining a grade.

Mid-Term Examination: The final exam will consist of 5-7 short answer/mini scenario/multiple choice-type questions and one case, which will test your knowledge of the material that is discussed in class sessions and found in the PowerPoints, readings, group project and case learnings.

Requirements and Criteria:

Performance in the course will be evaluated using a variety of methods that support the objectives identified above. A combination of exams, individual participation, group presentation, and case summary assignments will be used to evaluate participants on a number of different levels.

The criteria for success, in no particular order, are:

- Comprehension of the material
- Demonstration of an ability to think cross-functionally
- A willingness to participate for the benefit of oneself and fellow participants

- Strong work ethic to “pull your weight” in group assignments

These criteria will be applied to written and verbal work throughout the term.

Participants will be evaluated on the following activities, as listed in the table below:

<i>Activity</i>	<i>Percent age of Grade</i>	<i>Description</i>
Mid Term Exam	20%	This exam will be 2-hours in length and contain two parts, as shown below. Aides allowed: Calculator, one, double-sided 8 ½” x 11” paper, text <ol style="list-style-type: none"> 1. A medium-length comprehensive case testing all course material <i>and</i> application of summary lessons captured at the end of each session (worth 70%) 2. Five to Seven (5-7) short answer / mini scenario / multiple choice and/or True-False questions testing material from the text readings (worth 30%)
Participation	15%	Preparation for class case discussion, as demonstrated by; <ul style="list-style-type: none"> • willingness to lead and actively participate class discussions in a professional manner • providing valuable insights and analysis • responding to “cold-calls” • Using blackboard / PowerPoint / Excel spreadsheets to present analyses and findings
Annotated Bibliography	10%	Write a critical annotated bibliography, details will be provided in class. Due Monday March 8th.
Simulation Analysis Write-Up	10%	Prepare one (1) of the simulations on the schedule. Your assignment is simple. Use whatever tools and methodologies you deem appropriate. You may choose to do additional research on the company(ies) in the simulation, at your discretion, but this is not necessary.
Group Case Proposal & Assignment (either Option is worth the same marks)	45%	Taking on the role of external consultants, groups of 3 or 4 students (or as determined by the professor in conjunction with the client requirements) will propose (estimated to be 8-10 real-life projects available), project manage and execute a “real-life”, pro-bono (non-paid) consulting project with a <i>company of their choosing</i> or <i>who has expressed interest in utilizing the skills of students as a client of a RLCP team</i> . Students will be responsible for understanding the need, engaging the client representative, scoping the requirements, conducting analyses, providing client status updates, preparing their recommendations and developing an implementation plan. Several hand-ins are required, signed by the client sponsor, as identified below in addition to a group listing and research approach; <ol style="list-style-type: none"> (1) A Client Proposal, including scope and approach

- (2) A Data Collection Plan. This includes qualitative and quantitative data such as interviewing. For interviews, also include the Interview Interview Guide
- (3) A Project Plan
- (4) An example of a Weekly Status Report
- (5) A Deliverable Summary indicating the Deliverable, a description of the deliverable, what was actually delivered, and the final status of each deliverable.
- (6) A List of Recommended Next Steps for Client, along with an inventory of risks with your solution, and suggested mitigation strategies.
- (7) A complete Client Deliverable in hard-copy format, complemented with a ten (10) minute group presentation of key findings.

Groups will apply to Professor (resume & cover letter, plus other relevant materials) then self-select their members from those selected to do the real-life project and will work together on their own time, allocating the work effort evenly to each of the team members. ***By taking on this Real-Life Consulting Assignment, all team members are giving their express implicit agreement to contribute effectively and evenly in the best interest of the client, and to respect each other, the client, and the reputation of Huron University College, your Instructors, and the broader consulting profession.***

The assignment details are as follows:

Objective: To provide the client organization with the most beneficial analyses, recommendations and modes of operationalization, based on the agreed client-organization requirements (could be strategy, operations, IT, etc.)

Tools: Groups should utilize learnings from the text, related PowerPoint slides, and any additional books on consulting, project management and/or strategy to structure the written assignment parts and presentation. Students should be prepared to apply a variety of models learned both in this and other classes.

Components of Assignment: Each group will be responsible for submitting several components of the overall assignment as follows (due dates are prescribed in the schedule at the end of this course outline):

- Proposal (guideline: 10 pages), worth 5%
- Project Plan, worth 2.5%
- Data Collection Plan 2.5%
- Research Design, Literature Review, and Annotated Bibliography 5%
- Weekly Status Report example (1 page), worth 2.5%
- Deliverable Summary (1 page), worth 5%

- Project Deliverable Write-Up (guideline: 25 pages), worth 15%
- Presentation (guideline: 10 slides, 10 minutes), worth 5%
- Non-Disclosure Agreement (professor, students, and client sign) 0%
- Recommended Next Steps and Risks 2.5%
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COURSE FORMAT AND EXPECTATIONS

Course Objectives

This is a 50-50, lecture & case-based course that will draw upon real-world applied learnings highlighted in the text and PowerPoint slides each week, shared insights from students, instructor-led facilitation, and active individual/group participation each week to achieve the following measurable learning objectives:

1. Demonstrate understanding of management consulting concepts, as articulated in the weekly slides, text, through a final exam, two quizzes, and group & individual assignments that mimic those activities performed daily by real-world professionals
2. Provide valuable insights to business case discussions in class, on a regular basis, through active class participation and attendance at each class session
3. Exhibit an ability to plan and execute a long-term, group assignment, including development of a proposal, analyses, spreadsheet modeling, report, and group presentation
4. Highlight personal analytical, deduction, presentation and writing skills through a single, individual case interview guide assignment selected by the student from among those in the course timetable below

Grades will be a function of student's success on the activities noted above (and described below in more detail) to ensure a fair and objective assessment of performance.

It is expected that successful participants will have also achieved the following learning milestones by completion of this course:

- Applied cross-functional skills to make real-world-type decisions as they set and plan for the execution of engagements for several well-known organizations highlighted in the cases
- Learned a number of new analytical techniques utilized by professionals in the practice of strategy consulting and business advisory services
- Analyzed and evaluated various aspects of several case organizations, their competition, their business issues, their context, and related tactical options
- Developed client issue responses, decide among alternatives, and created implementation plans to ensure project success, client satisfaction, and firm profitability
- Created innovative "visions for the future" of each industry space in which case organizations play, including how the marketplace might evolve, what products/services will be like, what the consultant can do to assist to prepare for that future, and what can they do to "shape their destiny", drive thoughtware development, and gain market eminence

- Presented the results of their analyses and decision-making to their peers in a executive-style client summary
- Understand the use of these techniques in real-life settings, as demonstrated by consulting guest speaker(s)
- Enhanced communication skills by clearly and concisely sharing of complex information with their peers

Achieving the additional learning milestones will be evaluated as part of the participation grade and the overall quality of case analyses and recommendations made during class cases, quizzes, final exam, and the assignments.

For Written Assignments:

Please note that spelling and grammar will be considered in the evaluation of all assignments. That is, you may lose points for spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged.

For Group Work:

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. When working in a team, BMOS students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

2. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Course Instructor. The Instructor will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

Weekly Schedule

Session	Date	Topic	Consulting Project Deliverables	Chapter & Case
1	Week of Jan. 11	<ul style="list-style-type: none"> • Introduction • The Consulting Perspective 	Deadline #1 : Complete Foursight Assessment and Project Preference	Ch. 1-2, 5
2	Week of Jan. 18	<ul style="list-style-type: none"> • Consulting Process, Proposal Development, Pitching & Orals Presentations 	<p><i>CLARIFY THE PROBLEM</i></p> <p>Deadline #2: Project Groups Finalized and Client Contacted</p>	Ch. 9 Colleen Burgess (CB): HUC Librarian “Developing a Research Question & Defining the Scope of the Project”
3	Week of Jan. 25	<ul style="list-style-type: none"> • Diagnostics & Problem Solving in the Client Context • Conceptual Models • Simulations Overview 	<p><i>CLARIFY THE PROBLEM</i></p> <p>Deadline #2: Client Kick-Off Meeting Held AND Data Collection Requirements Communicated to Client AND Research Document Listing Developed</p> <p>Deadline #3: Project Scope Document Created & Engagement Project Plan</p>	Ch. 6-7 Case: <u>Ford Motor Company and Cruji Management Consulting (A) & (B)</u> , (9A99E013 & 9A99E014), Ivey, Author: Peter C. Bell, 1999
4	Week of Feb. 1	<ul style="list-style-type: none"> • Start-Up, Engagement Management, Client Reporting • Simulation Discussion & Results 	<p><i>GENERATE IDEAS</i></p> <p>Deadline 4: Conduct Client Status Meeting</p> <p>Deadline #5: Proposal / Engagement Letter Signed & Delivered</p>	Ch. 10, 19 CB “Developing a Search Strategy and Search Terms”
5	Week of Feb. 8	<ul style="list-style-type: none"> • Executing the Project 	<p><i>GENERATE IDEAS</i></p> <p>Deadline #6: Review current outputs of Ideation stage with Client. Gather client feedback.</p>	Ch. 11, 15 Simulation: <u>Project Management: Scope, Resources, Schedule V2</u> , (K4700-HTM-ENG), HBS, Author: Robert D. Austin, 2013
	Week of Feb. 15	READING WEEK		

6	Week of Feb. 22	<ul style="list-style-type: none"> Analyzing for Decisions & Making Tough Ones 	<p><i>DESIGN SOLUTIONS</i></p> <p>Deadline #7: Create plan to develop, prototype and/or test solution ideas</p>	<p>Ch. 16, 18 CB “Writing a Critical Annotated Bibliography”</p>
7	Week of March 1	<ul style="list-style-type: none"> Client Change Management 	<p><i>DESIGN SOLUTIONS</i></p> <p>Deadline #8: Client Status Meeting & Supporting Report/Presentation</p>	<p>Ch. 12-13, 17 Case: <u>Bon Star Hotel</u>, (9B09M072), Ivey, Author: Jim Kayalar</p> <p>Simulation: <u>Change Management Simulation: Power and Influence V3</u> (7611-HTM-ENG), HBS, Authors: William Q. Judge, Linda A. Hill, 2020)</p>
Mid Term Exam	Week of March 8	TWO HOUR EXAM		Location: TBA
8	Week of March 15	<ul style="list-style-type: none"> Communications: Firm, Team, Client, & Beyond 	<p><i>IMPLEMENT PLANS</i></p>	Ch. 8, 14
9	Week of March 22	<ul style="list-style-type: none"> Leading the Team & Influencing the Outcomes 	<p><i>IMPLEMENT PLANS</i></p> <p>Deadline #9: Client Status Meeting & Supporting Report/Presentation</p> <p>Deadline #10: List of Recommended Next Steps for Client. Inventory of risks with your solution, and suggested mitigation strategies.</p>	<p>Ch. 15, 17 Case: <u>Sherif Mityas at A.T. Kearney (A), (B), (C), & (D)</u>, (9-904-031/035/037/074-PDF-ENG), HBS, Authors: Ashish Nanda & Kelley Morrell, 2004</p>
10	Week of March 29	<ul style="list-style-type: none"> Performance Management for Projects & Meeting Firm, Personal & Client Objectives 	<p><i>REPORT GENERATION</i></p>	<p>Ch. 22, 26 Case: <u>Miles Everson at PricewaterhouseCoopers</u>, (410062), HBS, Authors: Robert G. Eccles, David Lane, 2010</p>
11	Week of April 5	<ul style="list-style-type: none"> Learning and Knowledge Management, Thoughtware Production, Innovation in Consulting, Consulting 2030 	<p>REPORT GENERATION</p> <p>Deadline #11: Client Status Meeting & Hand-</p>	<p>Ch. 3-4 Readings: From Supplementary Text (Huron Library): <u>Handling Financial Risk and Reputation Consulting</u></p>

			over of Project Deliverables	Case: <u>Innovation at the Boston Consulting Group</u> , (313137), HBS, Author: Robert Eccles et al, 2013
12	Week of April 12	<ul style="list-style-type: none"> Getting a Consulting Job, Consulting Work-Life, Internal Consultants, Wrap-Up & Course Findings 	Deadline #12: Final Group Project Report Due	Consulting Project: Final Presentations Ch. 23-25, 27
Wrap up				Consulting Project Poster Session Details to follow.

Appendix



Richard Ivey School of Business
The University of Western Ontario

Ivey
Publishing

MOS 4488– Management & Organizational Consulting How to Order Cases Instructor: Dr. Paul Snowdon

1. Please go to the Ivey Publishing website located at: <http://www.iveycases.com>
2. Click on “Register” and choose the “Student User” role. Complete the registration. (Please be sure to remember your username and password.)
3. Click on this link or copy into your browser:
<https://www.iveycases.com/CoursepackView.aspx?id=28128>
4. Select “Digital Download” – then click on Add to Cart.
5. Go to “My Cart” (located at the top of the page), and click “Checkout”.
6. Enter course information and verify your contact information.
7. Enter your credit card information and then click “submit order”
8. Once you have completed your order, go to “My Orders” to download a copy of the case.
9. You will receive an order confirmation and receipt by email immediately after placing your order.

IMPORTANT - Please Note the Following:

*To open your cases you will need to enter (within the PDF document)
the username and password you created upon registering.*

Access to your case files will expire 30 days from date of purchase.

**CASE FILES ARE NOT TO BE TRANSMITTED OR REPRODUCED WITHOUT
PERMISSION**

If you have any questions or problems, please email cases@ivey.uwo.ca
or telephone 1-800-649-6355 during our regular office hours Monday to Friday 8am to 4pm EST.

**Purchasing Simulations through Harvard Business Online for MOS 4488 Management
Consulting, Instructor, Dr. Paul Snowdon.**

Please purchase HBS cases by clicking on: <https://hbsp.harvard.edu/import/789017>

If you have any technical difficulties please contact HBS directly at: 1-800-810-8858 or techhelp@hbsp.harvard.edu

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