

COURSE OUTLINE
Principles of Consulting

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Purpose of Course:

This course is a case based course intended to provide students with an introduction to consulting and the consulting industry, and an understanding of the key competencies and strategies required. Students will be introduced to the process of conducting a successful consulting engagement and have a hands-on experience working in a consulting team on a real project with a real client. This course will include the following components:

- The identification of client needs and project requirements
- Specification of project timelines and objectives
- Conducting research and data analysis
- Presentation of research findings and recommendations
- Design of new programs/solutions, and
- Implementation of proposed solutions

Additional topics to be addressed include theories and best practices on consulting, professional ethics and standards for client engagements, data collection and analysis strategies, and approaches to organizational change management.

Consulting engagements are not limited to external client assignments, but may include any situation where individuals provide professional expertise to others within their own organization (e.g. training and development programs IT systems development and implementation, mentoring and coaching). This course is also not limited to business or management consulting, but may include a variety of disciplines such as information technology, engineering, public administration, social work and health care.

Classes will involve a combination of lectures and case discussions, supplemented by guest speakers and relevant learning materials. Students will also be required to work in project teams on real-life consulting assignments, applying theories and principles covered in class. By the end of this course, students should have the knowledge and skills necessary to conduct a successful consulting engagement.

Learning Outcomes/Goals of the Course:

At the end of the course, the student should:

1. Have a general understanding of the consulting sector;
2. Have their ideas about conventional "jobs" and "careers" challenged;
3. Have thought about self-employment or non-traditional employment as an increasing probable career option;
4. Have been exposed to the key skills required by consultants in order to locate and secure assignments, to manage projects and successfully manage client relationships; and,
5. Have worked with a group as a project team that will have exposed them to the application of theories, skills and various consulting tools to a real-life client and project, and have seen that project through from proposal to completion.

Prerequisites:

The prerequisite for this course is completion of the 9 credit foundation courses or permission of the faculty champion of your area.

Optional Text:

There is only one text required for this course:

Wickham, Philip and Louise Wickham. 2012. Management consulting: delivering an Effective Project (Fourth Edition) Prentice Hall/Pearson Education.

Teaching Methodology:

This is an intense mode course – which means a great deal happens at each session. Therefore students should not take the course if they know they cannot attend every session. Classes will comprise various formats; lecture, class discussion and workshops/simulations. Lectures will provide the context for the readings, which should be completed before the date listed. Discussions will build on the readings and lecture material and all students are expected to actively participate. In a number of instances, workshops will be conducted where students will be charged with working together in groups to produce results/answers to questions/challenges presented in class.

Students are strongly encouraged to prepare for class by completing the readings, participate in the discussion and take an active role in the workshops.

Evaluation:

Assignment	Value	Due Date
Client Project (team)	60%	In class March 23
Professor's Evaluation 30%		
Client's Evaluation 25%		
Presentation 10%		
Participation	20%	Throughout
Final Exam	20%	Take home – due April 2 nd at 9pm

Note: *Assignments are expected to be handed in on time.* If you expect to have difficulty in completing an assignment on time, please discuss this with the instructor. Otherwise, ***late assignments will not be accepted.*** Assignments must be submitted in class. Assignments submitted via e-mail, drop boxes, inter-office mail or fax will not be accepted.

Client Project (Team)

Students will work in teams to address a real-life consulting assignment for a company or organization. Upon receiving a case briefing from the company/organization representative, students will be required to work in a team to prepare a report and present their findings and recommendations to the client and the class, as well as submit a report to the client and the professor. Groups will be evaluated by both the client and the faculty member, and the evaluation will be based on the quality and thoroughness of the report and presentation, and the practicality and innovativeness of their recommendations. This assignment (report and presentation) is worth a total of 60% of the final grade for the course.

Class Participation/Professionalism (20% - throughout the term)

For this course to work, students must participate in class discussion and demonstrate professionalism. Participation and professionalism are worth 10% of the final grade for the course. In a class of this size it is impossible for all students to participate all the time. Students should, however, strive to attend class, demonstrate that they have read the assigned readings, thought about the material and the discussion at hand, and add value to the classroom discussion.

Final Exam

The end of term exam is worth 20% of the final grade for the course and is scheduled to be a take-home exam. The end of term exam will include all materials (readings, discussions, handouts/cases and guest speaker presentations) covered during the course. Details on the format of the exam will be presented in class well in advance of the exam date.

Course Outline and Schedule

Date	Readings/Assignments/Due Dates
Monday January 5 th 7:00-10:00pm Week 1	<p>Introduction</p> <ul style="list-style-type: none"> ▪ Review of objectives of the course ▪ Review of time table and expectations ▪ Presentation by instructor – Modules 1 <p>Module 1: Setting the context for consulting: An overview of the consulting industry This session will include an introduction to consulting work and will also include an overview of case projects so students can establish project teams.</p> <p><i>Lecture:</i> Overview of the consulting industry and the wider context - Chapters 1, 2 and 3</p> <p>Module 1: Getting started on the consulting project A basic introduction to how to get the project started, including developing the scope of the project and the work plan.</p>
Monday January 12 th 7:00-10:00pm Week 2	<p>Module 2: Evaluating client capabilities and business opportunities - Chapter 6.</p> <p>Module 3: Contracting, influence and team leadership - Chapter 7.</p>
Monday January 19 th 7:00-10:00pm Week 3	<p>Undertaking the project – executing a successful project and creative approaches Readings – Readings will focus on tips and best practices for project design, analysis and execution Chapters 8 and 9.</p> <p>Summary <i>In this class we will hear from our industry partners who will describe the consulting project they have And we will establish groups to conduct the projects. We will also have introductory lectures on the basics of consulting and a series of how-to workshops on getting the consulting project started.</i></p>
Monday February 2 nd 7:00-10:00pm Week 4	<p>Decision-making, project planning and time management Readings – Readings will focus on analyzing decision-making in the client business and the decision context along with approaches to project planning and time management that are critical to successful projects. Chapters 10 and 11</p>
Monday February 9 th 7:00-10:00pm Week 5	<p>Communicating your ideas and project completion/hand-over Readings will focus on tips and best practices in communicating to clients both in writing and with Presentations. Chapter 12</p>
Monday February 23 rd 7:00-10:00pm Week 6	<p>Final chapter reviews *Summary of learning's applicable to presentations</p> <p>Lecture – Preparing the final presentation and report Tips and best practices for the preparation of the final client presentation and preparation of the final report</p>
Monday March 2 7:00-10:00pm Week 7	<p>Supervised/Facilitated Group Work Session</p> <p>Groups will meet to work on projects with the instructor present</p>
Monday March 23 7:00-10:00pm Week 8	<p>Student Presentations Project teams will make a presentation on their reports for the client as well as the whole class and have time for feedback and discussion</p> <p>*Students will receive take home exam</p>
Monday April 2nd Week 9	<p>Students will complete and hand in take-home exam/assignment</p>