MGMT*4060
Business Consulting
Winter 2018
0.50 credit

General Course Information

Instructor: Melanie Lang
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Office Location Mac Hall 325

Office Hours By appointment

Student Project Manager: Victoria Taylor
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Office Hours By appointment

GTAs

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Class Schedule:	Fridays, 11:30-2:20 (Room MACS 121)
Pre-requisites:	Instructor consent, (1 of MCS*1000, MGMT*1000, MGMT*2150), min 70% cumulative average, min 10.0 credits

Course Description

Offered through the Centre for Business and Student Enterprise (CBaSE), the project-based independent study option is designed to provide senior undergraduate students with an opportunity to pursue an applied course of study while engaging with the local community. The project selected will be determined in agreement between the student and the faculty member with expertise in the area.

Course Learning Outcomes

e.g. Upon successfully completing this course, you will be able to:

Knowledge and Understanding:

1) Apply logical business principles to solve complex issues using a high degree of creativity, innovative thinking and, integration of knowledge from their respective disciplines through preparing a collaborative group project and presentation for an external client.

2) Reflect and critically analyze both their team's performance on the project and on their individual learning through team contracts, peer evaluations and independent goal setting and reflection.

3) Extract information from a variety of resources and assess the quality and validity of the material as it relates to the project context.

Discipline/Professional and Transferable Skills:

4) Develop a broader perspective of business and commerce beyond their program of study by working in interdisciplinary project teams and with external clients.

5) Demonstrate effective integrative communication with a variety of audiences (group members, client, course instructor) through weekly sessions; on-going communication with client (meetings, emails, phone calls); written and oral presentations to the client at mid-term and final.

Attitudes and Values:

6) Show critical appreciation of the principals for self-directed learning and design thinking methods in order to understand complex issues, generate sustainable recommendations and create a positive social impact with the local community.

Indicative Content

The elements of this course are dynamically integrated to provide students with a framework and strategy development for social innovation and entrepreneurship. Design thinking methods in order to understand complex issues, generate sustainable outcomes, and create a positive social impact within the community will be brought forth. Through exercising the mindset of a social innovator, students will be able to work with an organization while relating theory to practice in a real project challenge. Discussions within the course aim to develop and strengthen the tools needed in order to effectively balance business and entrepreneurial approaches- focusing on the ability to critically analyze the opportunities and challenges surrounding their client through the power of effective communication.

Business Consulting Project Overview:

Interdisciplinary teams will be comprised of 2-4 student consultants. Each team will work directly on a project for an assigned client throughout the term.

Course Assessment

Group Grades (subject to Peer Evaluation unless otherwise stated):	**Associated Learning Outcomes:**
Team Contract- **5%**	2,5
Midterm Presentation to Client- **15%**	1,3,4,5
Midterm Report to CBaSE- **15%**	1,3,4,5
Final Presentation to Client- **20%**	1,3,4,5,6
Draft Final Report- **15%**	1,3,4,5,6
Final Report for Client- **10%**	1,3,4,5,6
End of Term Poster Showcase- **10%**	2,3,5,6

Professionalism - **10%** (not subject to Peer Evaluation)	5
Individual Grades:	
Peer Evaluation	2,5
Total: 100%	

Breakdown of Course Work:

Team Contract (5%)

Complete the template (posted on CourseLink) as a team. This is not your standard contract seen in previous courses. This contract is binding in that it is referred to throughout the term should there be any issues with team members. Be sure to be as detailed as possible while completing the contract. Team contracts are due in Dropbox on **Friday, January 26th** by **NOON**.

Midterm Presentation to Client (10%)

To be scheduled by CBaSE for a one-hour timeframe. Teams are expected to present for a minimum of 15 minutes, maximum of 20 minutes in length with time for Q&A thereafter. A large portion of the midterm presentation evaluation is how you take ownership of the discussion throughout the presentation as well as concluding remarks and questions.

Midterm Report (15%)

Each group is working towards different end of term deliverables, and as such we will be asking you to begin framing the final deliverables and populating with the content that you have acquired; essentially, the structure is outlining your final report. We understand there will be gaps with your progress; however, this is an opportunity for you to submit what you have thus far, receive feedback on your work-to-date and suggestions on future direction. This will also help you prepare for your midterm presentation and overview to the client. Midterm Reports are due in Dropbox on **Friday, March 9th** by **NOON**.

Final Presentation to Client (20%)

Your final presentation should reflect the work done since the midterm. Sharing a quick 1-2 slide overview of the work that you conducted for the first half of the semester would be helpful to provide context but the majority of your time should be spent discussing the objectives and recommendations that have been focused on since the midterm. Presentations are for one-hour durations and consultants are expected to present for a minimum of 20 minutes, maximum of 30 minutes in length with time for Q&A thereafter. Again, a large portion of the final presentation evaluation is how you take ownership of the discussion throughout the presentation as well as concluding remarks and questions. Final Presentation Deck is due in Dropbox on **Friday, April 13th** by **NOON**.

Draft Final Report (15%)

Your final report should contain all of the work you completed since the beginning of the semester. Teams are encouraged to utilize the resources provided on Courselink as well as reference past reports available in the CBaSE office. Draft reports are due **four days after** your final presentation into Dropbox by **NOON**. The purpose of your submission is to be provided with feedback, and consultants are required to make changes. Adherence to such changes will impact the final report grade.

Final Report (10%)

Your course instructor, not the client, will grade the final report. A final version of your report and PowerPoint slides will be sent to your client by CBaSE following any necessary edits. Final Reports are due on **April 13th** in Dropbox by **NOON**.

Professionalism (10%)

Professionalism will be graded throughout the semester. Evaluation will be based on attending *and* participating in the weekly sessions. In addition to attendance, professionalism will be evaluated based on the way in which you interact with all CBaSE team members, ability to receive feedback, your client and team members including both e-mail communication and in-person. Timeliness, attire during client meetings and presentations. Effective and professional conduct is expected and will comprise part of your evaluation grade.

End of Term Poster Showcase (10%)

Each student group is required to participate in the poster showcase, this is a celebratory event where you and your invited client will have the opportunity to highlight the impact of the work that you have done to a wide audience. Only agreed upon materials and information will be presented to ensure client confidentiality is adhered to. More information to follow.

Peer Evaluations

Peer Evaluations (Form posted on CourseLink) will be used to individualize grades and to provide teams with a means of communicating challenges to the instructor. Peer evaluations could affect your individual grade by up to 10%.

Course Work Schedule* Any changes to course work schedule will be announced on Courselink

Week of	Course Work	Dates/Submissions
January 8th	**Weekly Session: Friday, January 12th from 11:30-2:20pm**	
January 15th	**Weekly Session: Friday, January 19th from 11:30-2:20pm**	Initial Client Meetings: To be arranged (based on joint availability) by CBaSE between January *15th and January 26th.*
January 22nd	**Weekly Session: Friday, January 26th 11:30-2:20pm**	**For Submission:** 1) Team Contracts due **Friday, January 26th by NOON** to CourseLink Dropbox
January 29th	**Weekly Session: Friday, February 2nd 11:30-2:20pm**	
February 5th	**Weekly Session: Friday, February 9th 11:30-2:20pm**	
February 12th	**Weekly Session: Friday, February 16th 11:30-2:20pm**	
February 19th	**Reading Week – No Classes Scheduled**	
February 26th *No Class***	**Midterm Presentations** To be arranged (based on joint availability) by CBaSE *between February 26th and March 9th.*	
March 5th *No Class***	**Midterm Presentations** To be arranged (based on joint availability) by CBaSE *between February 26th and March 9th.*	**For Submission:** 1) Midterm Report due **Friday, March 9th by NOON** to Dropbox
March 12th	**Weekly Session: Friday, March 16th 11:30-2:20pm**	
March 19th	**Weekly Session: Friday, March 23rd 11:30-2:20pm**	
March 26th	**Weekly Session: Friday, March 30th 11:30-2:20pm**	**For Submission:** 1) Student Feedback Survey

April 2nd *No Class***	**Final Presentations** To be arranged (based on joint availability) by CBaSE *between April 2nd and April 13th.*	**For Submission:** 1) Draft Final Report due ***four days*** after your Final Presentation, **by NOON** to CourseLink Dropbox
April 9th *No Class*** (Exam Period)	**Final Presentations** To be arranged (based on joint availability) by CBaSE *between April 2nd and April 13th.* NOTE: It is expected that any final edits to the final report (as requested by course instructor, GTA and/or your client) must be made between the final presentation and the submission deadline of your **DRAFT Final Report (due four days after your scheduled Final Presentation).** Draft Report 15% Final Report 10%	**For Submission:** Final Report and Presentation Deck due **Friday, April 13th by NOON** to Dropbox Peer Evaluation due **Friday, April 13th by NOON** to Dropbox

Teaching and Learning

Weekly Sessions

The full-allotted class time will be used on a weekly basis for consultation and work sessions throughout the semester. These have been designed to better support students in the course to ensure success. Students are expected to come to class prepared, and ready to make progress. Additionally, students will be expected to provide a brief update on their team's progress and will be invited to discuss any roadblocks and challenges preventing the project's progression. Sessions may include workshops, tools for success, group activities and emerging trends in innovation and social entrepreneurship.

Course Resources

Recommended Texts:

Management Consulting: Delivering an Effective Project (5th Edition), Louise Wickham & Jeremy Wilcock
Key Idea: Aims specifically to guide students through the consultancy process, while also giving tips and techniques to the more seasoned practitioner. It provides a careful balance between theory and practice and is ideal for anyone who is undertaking a consulting project.
On library reserve**

Business Model Generation, Alex Osterwalder & Yves Pigneur
Key Idea: "for game changers and challengers" striving for innovative business model designs of future enterprises. An efficient and effective communication of a Business Plan!

Value Proposition Design, Alex Osterwalder & Yves Pigneur, Greg Bernarda, & Alan Smith
Key Idea: "Tired of endless text? VPD simplifies complex ideas into quickly readable illustrations with only the most practical, important details. The result? You'll learn more, in less time, and have fun along the way."

Keep up to date with Current Events

Bring any discussions to class! A large part of being successful (on many fronts) is being aware and continuously questioning social, economic, and environmental affairs around the world. We operate on the global stage- it is our canvas for implementing sustainable change.

Other Resources:

This is a highly independent course. It is expected that teams will let us know if they require additional resources or assistance.

- Course instructor, GTA and our CBaSE team
- CBaSE Online Resource Library (a link will be provided through Courselink)
- Your Client is an incredible resource
- Sample reports made available in our office for your review, although MUST remain in-house
- Work space available in uoG-BIZ Building
- MaRS Startup Library (A wealth of information on business models, funding, lean startups, market data, identifying competitors)
- Futurepreneur Canada (A variety of tools to help with anything from developing a business or marketing plan to evaluating the market).

Field Trips:

In some cases, students will be encouraged to meet with their client and their place of work for a tour of the business. These visits will be arranged through the CBaSE office.

Course Policies

Course Policy on Group Work:

This course places a great deal of emphasis on group work. This is done to provide students with an opportunity to gain experience in team decision-making with respect to leadership, work delegation and presentation of results. You will be assigned to a group early in the semester and will work in this group for the group report assignments. No changes to group composition will be permitted once the groups are formed. Individual students' grades on group work will reflect assessment of the group assignments plus group members' assessment of each other's contributions, using "Peer Evaluation" forms. All peer ratings are kept confidential. Successful groups have proficiencies in the following areas: teamwork, leadership, time management and organizational skills by managing self and others through preparing individual assignments, a collaborative group project and presentation for an external client.

Course Policy regarding use of electronic devices and recording of lectures

Electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:
http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.
University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:
https://www.uoguelph.ca/registrar/calendars/undergraduate/2016-2017/c08/c08-amisconduct.shtml

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning

environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.
For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: https://www.uoguelph.ca/csd/

Course Evaluation Information

Please refer to the Course and Instructor Evaluation Website

Drop date

The last date to drop one-semester courses, without academic penalty, is Friday March 9th**.** For regulations and procedures for Dropping Courses, see the Academic Calendar:
https://www.uoguelph.ca/registrar/calendars/undergraduate/2017-2018/c03/c03-fallsem.shtml

Use of Human Subjects in Primary Research

Part of being "professional" as you develop your plan is receiving university approval for any primary research that you conduct. The Tri-Councils (SSHRC, NSERC, and CIHR) produced a document in 1998, which guides the use of human participants in research by Canadian institutions. This document, the Tri-council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS), was adopted by the University of Guelph in 2002.
All research done at the University of Guelph, regardless of funding source, must follow the guidelines described in the TCPS.

In order to comply with the TCPS, a researcher who proposes to use human participants in a research project must apply for clearance from the University of Guelph Research Ethics Board (REB). The REB examines applications, which are assessed to require scrutiny by the entire board (such as research posing a more than minimal risk to the participant; research involving a vulnerable population; or research involving deception, for example). I will submit an application to the REB on behalf of the entire class, which will allow me to make the determination of whether your proposed research meets REB guidelines. **Therefore, you MUST submit your research plans and proposed instruments for approval prior to gathering any primary data. CBaSE requires a minimum of 3 business days (Mon-Fri) to review and approve any research plans, instruments, surveys, etc., therefore planning ahead is essential. All items requiring approval must be emailed to the instructor directly.**

For more information see THE ROLES AND RESPONSIBILITIES OF THE RESEARCHER AND THE RESEARCH ETHICS BOARD (REB). To contact the REB or for more information about involving human participants in research, please contact Sandy Auld, Research Ethics Coordinator, Office of Research, ext. 56606. You may also visit the REB website at http://www.uoguelph.ca/research/

Additional Course Information

Communicating with your Client:

You will meet in-person with your client a minimum of three times during the semester. Your first meeting will take place on campus in the 2nd or 3rd week of the semester and will be arranged by CBaSE. Consultants are asked to have conducted research on their client's organization prior to the initial meeting and will be asked to come prepared with questions. Expectations surrounding communication for the duration of the semester will be established and agreed upon at this time. Contact information will also be exchanged. You will meet with your client again at the midterm and final presentations.

REB Forms (this applies to all teams conducting PRIMARY research):

Completion of the REB forms applies only to those teams who will be conducting primary research (you will know who you are once projects get underway). Conducting primary market research requires that we adhere to the University of

Guelph's Research Ethics Board. The GTA will assist teams requiring this component in completing the form. Forms MUST be submitted and approved BEFORE teams are able to begin conducting research.

Workload:

You should expect to devote 10 hours a week to this course. The course requires strong time management skills and commitment from each team member. Individual workloads and allocation of tasks will be mutually agreed upon with the members of your team and laid out in your team contract (see course work schedule). Weekly meetings with your project team are recommended in order to remain on-track throughout the course.

Confidentiality:

This is a unique course whereby students may be asked to sign a Non-Disclosure Agreement (NDA) form. In some cases, clients may provide students with confidential information needed to complete the course deliverables. In these situations, it is important to understand that all information shared verbally or in writing must be help in confidence and not shared with anyone beside the instructor or outside of the student team. More information regarding confidentiality will be discussed during the first class.

Absence:

If you are unable to attend a weekly session or one-on-one meeting, you MUST notify your instructor and provide a brief and suitable explanation. With permission and prior notice, no grade points will be lost. Not participating without prior notification and approval will lead to a loss of participation grade for that session. ***ALL*** team members are expected to attend the weekly sessions, client meetings and the subsequent midterm and final presentations.

Late Penalties

For the group projects, LATE PENALTIES of 10% points per earned grade, per day (including weekends) will be assigned, unless an extension has been explicitly agreed upon ahead of the due date. Extensions will only be granted on the basis of valid reasons for academic consideration.

Professionalism

1. Your Business Practicum/Internship/Applied Analytics Project is a professional engagement. When you meet with your client you should dress at a minimum in business casual. If the dress code of the office or assignment work area is different, you should always "dress to impress" and conduct yourself in a professional manner.

2. You should keep your cell phone turned off and put away. If you are expecting a call for an emergency or some type of family situation, explain it to the Client. In Client meetings either in the workplace or on campus, you shall not be on your digital device for any reason other than in an emergency situation or for a reason pertaining to the meeting. You are there to work and you are being observed.

3. Ask for any information you require for project completion in a polite, professional manner and always acknowledge when you receive it. Anytime you meet with your client, have a notebook on hand, take notes, and then be sure to summarize your conversations and repeat it back to your client. This is a best practice to avoid misunderstandings.