



University of
New Haven

Business Consulting

Section I: Course Overview

Course Code: BUS356CDG

Subject Area(s): Business

Prerequisites: One 200-level course or two 100-level courses in Business, Marketing, Organizational Behavior, Strategic Management, or other relevant discipline.

Language of Instruction: English

Total Contact Hours: 45

Credits: 3

Course Description

In this course, students explore the art of using expertise in a given field to advise client organizations on high-level strategic issues and provide them with management counsel. Through a combination of class discussion, guest lectures, and project-based work involving business cases, exercises, and a team assignment based on real-life consulting challenges, students work on solving executive-level problems and simulating consulting activities and situations. The class environment is highly interactive and participative. The course culminates with a Team Project Competition, in which students are organized into consulting teams such as Strategy Consulting, IT Consulting, Marketing Consulting, Human Capital Consulting, Operational/Process Consulting, and Organizational Consulting. While elaborating the course project, students receive coaching and guidance from the professor including two Consulting Labs to provide students with a mentored on-the-job training experience. The consulting proposals are presented in the last class and judged by a guest consultant.

The goal of the course is to provide students with a hands-on experience of management consulting. Students are taken on a journey that replicates what business consultants do, whom they work for, and how they spot consulting opportunities, develop proposals, perform business diagnostics, develop solutions, create an effective implementation plan, and skillfully present to the client. Through this process, students have the opportunity to meet and learn from practicing experts—a

management consultant from a large consulting group and an independent consultant—who share information about their firms, their professional experience, and their particular expertise in the profession.

Learning Objectives

Upon successful completion of this course, students are able to:

- Explain the nature and rigor of business consulting as practiced in the field
- Demonstrate an ability to work in competitive situations, delivering results under pressure and within short deadlines
- Use evidence obtained from research and analytical techniques to debate and discuss case studies
- Design a thorough business proposal aimed at addressing the client's needs and objectives
- Apply qualitative and quantitative research skills to creative problem-solving and consulting design.

Section II: Instructor & Course Details

Instructor Details

Name: TBC

Contact Information: TBC

Term: TBC

Course Day and Time: TBC

Office Hours: TBC

Grading & Assessment

The instructor assesses students' mastery of course learning objectives by using the forms of assessment below. Each of these assessments is weighted toward the final grade. The Assessment Overview section provides further details for each.

Engagement - 20%

Guest Speaker Assignment – 10%

Case Study Preparation – 20%

Team Consultancy Project – 40%

- Proposal Plan- 15%
- Follow-up - 10%
- Presentation - 15%

Final Individual Reflection - 10%

Assessment Overview

This section provides a brief description of each form of assessment listed above. Forms of assessment may be slightly modified in the term syllabus.

Engagement (20%): Students are expected to be engaged in class, to have read the CEA CAPA Engagement Policy, and to understand the [Class Engagement Rubric](#) that outlines how engagement is graded.

Guest Speaker Assignment (10%): Students work as a team to complete an in-class assignment proposed by the guest speaker. The assignment is not made available prior to class, as its aim is to prepare students to work in a competitive framework, under pressure, with short deadlines.

Case Study Preparation (20%): Students are assigned five short business case studies based on current, real-life consulting challenges, and must prepare for class discussion by answering questions corresponding to the case. Preparation is tested in class using quizzes, open questions, or written deliverables. Case study preparation for in-class discussion constitutes individual work. Students are expected to provide cogent arguments, defend their opinions, and support their proposals with evidence obtained from research and analytical techniques relevant to the topic.

Team Consultancy Project (40%): Students are organized into consulting teams such as Strategy Consulting, IT Consulting, Marketing Consulting, Human Capital Consulting, Operational/Process Consulting, and Organizational Consulting. The consulting topics for the project are based on local companies and culminate in a final proposal plan. Proposals developed through the consulting labs are presented in the last class, with oral presentations accompanied by a written report. The consultancy projects are judged by a guest consultant, and teams are evaluated based on the following criteria: research review, client proposal, business diagnostics, consulting engagement, solution and implementation plan, and presentation and support materials. The most successful proposal wins the Team Competition, and the members of the winning team are offered a recommendation on LinkedIn by the instructor and guest consultant.

- **Proposal Plan (15%):** Groups leverage class readings, case study discussions, activities and site visits to elaborate and present their provisional consultancy proposal plan. The document must include a paragraph introduction to the company, a clear outline of the issue or challenge, and the team's plan of action (methodology) to be undertaken to create the final client proposal. The plan must identify a timeline and individual roles and responsibilities.
- **Follow-up (10%):** There are between 2-3 consulting labs during the course for which students are asked to show their individual contributions to the project inc. proposal plan status updates.
- **Presentation (15%):** Students are evaluated on their presentation for the final project. This includes the evaluation of individual oral communication skills (language, delivery, organization, message) as well as the structure, design and flow of the oral presentation as a team.

Individual Reflection (10%): Students write a short reflection on how the team evolved throughout the semester, analyzing the roles played by individuals in relation to Belbin's team roles and Tuckman's theory of group development.

Active Learning

Experiential learning is an essential component of education abroad, and participation in field studies is a required part of coursework. In this course, students take part in site visits to local businesses and/or consultancy organizations. This provides the opportunity to gain nuance and perspective on the host context and course content, as well as to collect information and resources for assigned papers, projects, and presentations.

Readings and Resources

The below readings and resources are representative of what will be assigned as required in this course, but may vary slightly in the term syllabus.

All students are given access to the online library of the University of New Haven (UNH), accessible [here](#), and are expected to comply with [UNH Policies](#) regarding library usage.

Wherever possible, required readings are made accessible through the online library or Canvas. Students are responsible for obtaining all required readings.

Each course utilizes Canvas as its LMS. Students are expected to check Canvas regularly for updates and deadlines. Canvas is also the primary platform for contacting your instructor in case of questions or concerns about the course.

Required

Belbin, R.M. (2010) Chapter 9: The Art of Building a Team, in *Team Roles at Work (2nd edition)*. New York: Routledge, 97-106.

Cappuccitti, Emiliano Maria. *The Naked Leader*. ESTE, 2023.

Block, P. (2023) *Flawless Consulting: A Guide to Getting Your Expertise Used (4th edition)*. San Francisco: Jossey-Bass/Pfeiffer.

Kaufman, J. (2020) *The Personal MBA: Mastering the Art of Business*. Portfolio/Penguin.

Middleton J. (2014) Part One: What is Cultural Intelligence (CQ)? in *Cultural Intelligence: The Competitive Edge for Leaders Crossing Borders*. London, England: Bloomsbury.

Rasiel, E.M. (1999) *The McKinsey Way*, McGraw Hill.

Wickham, L., & Wilcock, J. (2020). *Business and Management Consulting: Delivering an Effective Project*. Pearson.

Recommended

Baker, D. C. (2017) *The Business of Expertise*. RockBench Publishing Corp.

Greiner, L., and Poulfelt, F. (2009-2010) *Management Consulting Today and Tomorrow – Perspectives and Advice from 27 Leading World Experts*.

Koch, R. (1999) *The 80/20 Principle (3rd edition)*. Crown Currency,

Rickman, C. (2021) *How to Start your Own Business...and Make it Work*. Darling Kindersley Limited.

Course Calendar

Session 1	
Topics	Course Introduction Review Syllabus, Classroom Policies The Need for Intercultural Competence when working abroad Functional Areas of Business Consulting as a Profession: <ul style="list-style-type: none"> • The role of the consultant • Hard skills vs soft skills • Types of consulting projects Career Connection: Networking NACE: Career & Self-Development; Professionalism
Activity	Course Overview - Lecture & Discussion Discuss Syllabus and Consultancy project
Readings & Assignments	Block, Ch. 1, 2 and 7 Kaufman, Ch. 1 Middleton, pp. 7-20

Session 2	
Topics	Marketing & Selling of Consulting Services
Activity	Understanding the client's business, industry, and work culture <ul style="list-style-type: none"> • Making a good first impression • The proposal development process Discussion of case study: 'Case 1' Career Connection: Networking NACE: Teamwork; Communication; Equity & Inclusion
Readings & Assignments	*Submit Case 1 Block, Chapter 3 Kaufman, Chapter 2

Session 3	
Topics	Consulting Lab: Methodology and Working in Diverse Global Teams <ul style="list-style-type: none"> • First client meeting dynamics • Needs assessment • listening actively • Consulting contract Career Connection: Elevator Pitch NACE: Communication; Professionalism; Teamwork
Activity	Lecture & Discussion

	Discussion of Case 2 Work on Exercises
Readings & Assignments	Belbin, 97-106 Block, Ch 4-6 *Submit Case 2

Session 4	
Topics	Client Meeting 1 From Diagnosis to Discovery Implementing consulting methodology & recommendations: <ul style="list-style-type: none"> • mobilizing/aligning • assessing risk • project teams • Five-Forces Analysis NACE: Critical Thinking; Teamwork; Leadership; Technology
Activity	Lecture & Discussion
Readings & Assignments	Block, Ch. 10, 11 and 12 Kaufman, Ch. 4

Session 5	
Topics	FIELD STUDY
Activity	Visit to local business and or financial district
Readings & Assignments	Assigned according to visit Submit Consultancy Proposal Plan

Session 6	
Topics	Consulting Lab: Data Gathering Techniques, Business Research Basic Strategic Tools & Frameworks <ul style="list-style-type: none"> • SWOT analysis • profitability/financial analysis • marketing/positioning • operations/productivity • market entry & expansion, sizing & estimation Career Connection: Critical Thinking NACE: Communication; Critical Thinking; Technology
Activity	Lecture & Discussion - Present Case Study 3 Data Collection Survey - SWOT Analysis - Management Consulting Plan
Readings & Assignments	Handout on the introduction to strategic tools. Kaufman, Ch. 5

	Cappuccitti, Ch. 3
--	--------------------

Session 7	
Topics	Client Meeting 2 INTERVIEW CLIENT Being able to ask questions Career Connection: Leadership NACE: Career & Self Development; Communication, Professionalism
Activity	Client and business challenge - Presentation on business pitch about your company
Readings & Assignments	The Perfect Pitch: Masterclass

Session 8	
Topics	Key Success Factors of Business Industry Analysis <ul style="list-style-type: none"> • Observe a sale • Complete an online sale • Create a customer survey Career Connection: Technology NACE: Communication; Teamwork; Technology
Activity	Lecture & Discussion - Work on Exercises
Readings & Assignments	Handout on analytical industry tools. Kaufman, Ch. 6 Cappuccitti, Ch. 4 Submit Case Study 3

Session 9	
Topics	Consulting Lab: Analysis & Delivering Results <ul style="list-style-type: none"> • Presenting action proposals to the client • Developing alternatives Career Connection: Professionalism NACE: Communication; Teamwork; Leadership; Professionalism
Activity	Lecture & Discussion - Work on Exercises - Present Case Study 4
Readings & Assignments	Block, Chapter 13, 14 and 15 Kaufman, Ch. 7

Session 10	
-------------------	--

Topics	<p>Guest Lecturer Presentation</p> <ul style="list-style-type: none"> • 3 questions for a guest speaker • Be prepared to present your consulting team in front of guest speaker <p>Career Connection: The cover letter NACE: Communication; Professionalism; Teamwork; Leadership</p>
Activity	Lecture & Discussion – Presentations - Work on Exercises
Readings & Assignments	<p>Presentations to Guest Lecturer</p> <p>Provide Feedback on Information Presented</p> <p>Cappuccitti, Ch. 5</p>

Session 11	
Topics	<p>Consulting Lab: Engagement & Implementation</p> <ul style="list-style-type: none"> • Project management • Team effectiveness • Communication with the client • Customer satisfaction assessment metrics • Follow-up on recommendations <p>Career Connection: Career and self- development NACE: Career & Self-Development; Communication, Critical Thinking; Teamwork</p>
Activity	Lecture & Discussion – Work on Exercises – Gantt Chart
Readings & Assignments	<p>Block, P. Ch. 16 and 17</p> <p>Kaufman, Ch. 8</p> <p>Submit Case Study 4</p>

Session 12	
Topics	<p>Resistance to Change</p> <p>Career Connection: The functional vs reverse chronological resume</p> <p>NACE: Career & Self-Development; Communication, Professionalism</p>
Activity	Lecture & Discussion – Work on Exercises – Present Case Study 5
Readings & Assignments	<p>Block, Ch. 8 and 9</p> <p>Kaufman, Ch. 9</p>

Session 13	
-------------------	--

Topics	Consulting in the Public & Not-For-Profit Sector Small Business Consulting Career Connection: Interview skills NACE: Communication; Critical Thinking; Teamwork
Activity	Lecture & Discussion – Work on Exercises
Readings & Assignments	Block, Ch. 18 Kaufman, Ch. 10 Submit Case Study 5

Session 14	
Topics	Managing Problems & Challenges in the Consulting Practice Aligning, success factors, ethics, collusion between consultant & client Career Connection: Professional Etiquette NACE: Communication; Critical Thinking, professionalism
Activity	Lecture & Discussion – Create a code of professional ethics
Readings & Assignments	Finalize all materials for final team presentation.

Session 15	
Client Meeting 3 Client Meeting 3 CONSULTING TEAM COMPETITION <ul style="list-style-type: none"> • Peer review presentations • Hand in presentation package and consulting package to client • Submit personal reflection of the group process 	

Section III: Academic Policies and Standards

Academic Policies

Students are expected to review and understand all CEA CAPA student policies, including our [Academic Policies](#) and [Engagement Policy](#). CEA CAPA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. Additional requirements that may be associated with a specific course or program are addressed in the term syllabus.

Student Learning & Development Objectives

CEA CAPA has identified [Student Learning and Development Objectives \(SLDOs\)](#) for all programs in all locations: content in context, navigating differences, power and equity, critical thinking and intellectual curiosity, career and professional development, and sustainability and migration.

These are meta-level learning objectives that transcend coursework and are infused across all elements of program delivery, beyond specifics of course offerings, addressing student learning holistically and framing it a larger learning context.

Course Last Updated 5/29/2024