ACCT 5127S
Management Consulting
Summer 2015

Part 1: Administrative

Professor: Bailey Church
E-Mail: bchurch@kpmg.ca
Office: Phone: (613) 212-3698
Class: TBA
* - please verify location on Carleton Central

Office hours: Following class (8:55PM onwards)
By appointment (any time)
Please contact me via e-mail to set an appointment.

Referenced Texts


Available for download at:


You will be responsible to study the material that professor will hand out in class and post to CULearn,
and to read all cases IN ADVANCE of their discussion in class.

Drop Course Policy:
The deadline for academic withdrawal is the last day of classes (each term).
Grading Scheme

<table>
<thead>
<tr>
<th>Grading Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Project Outline - Group (week 2)</td>
<td>10%</td>
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<tr>
<td>Project Report – Group (week 4)</td>
<td>25%</td>
</tr>
<tr>
<td>Project Presentation – Group (week 5)</td>
<td>15%</td>
</tr>
<tr>
<td>Report Assignment – Individual (end of term)</td>
<td>40%</td>
</tr>
<tr>
<td>Participation (Individual)</td>
<td>10%</td>
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<td>100%</td>
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Deferred Examination:

NOT Applicable to this course.

Part II: Academic

Course Description and Objectives:
This course will provide an introduction to the full range of the management consulting service industry, business models utilized, marketing approaches and critical issues for success of management consulting projects and individual career progression.

Management consulting is an increasingly popular career choice for individuals at all levels of their careers. Regardless of whether a student has recently graduated from university, or is a tenured professional with hands-on experience, management consulting offers extensive and exciting career options. Management consulting is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning, and implementing changes. This course explores the role of management consulting in business, and equips you with key tools to succeed as a management consultant, or to effectively manage management consultants working for your business.

Participation. Participation marks are awarded for active participation in discussing the current topics and cases. Participation is a measure of your engagement in the class, and in the profession of management consulting, and measured by the quantity and quality of relevant comments and other involvement at the discretion of the professor. Due to the interactive nature of these activities, make-up assignments, or compensation for marks lost due to missed classes, are not provided for any reason.
Individual report assignment. Prepare a written management consulting report outlining the main problems/issues, analysis of the problems/issues, and your recommendations. Each report should be 5 - 6 pages in length, double-spaced (12-point font), excluding tables, appendices, and preliminary matter, and be professional in style and format. The reports are evaluated for both content and style. The reports will be based upon excerpts of interview notes and documents provided by the professor. Additional research beyond the facts provided is not expected for a good report, but original analysis, clearly organized and presented using visual tools, e.g., tables and graphs, is expected. The reports must be handed in at the BEGINNING of the class in which they are due. NO LATE REPORTS are accepted. Please see additional case guidelines, criteria for evaluation, and a sample case outline posted on the course CULearn.

Project outline. Select a field of management consulting, such as finance, organizational change, quality management, strategic consulting, or other. Prepare a written outline (about 2 pages) of your proposed project topic for approval and comments by the professor, indicating:
1) The field selected.
2) Reasons for selecting the field.
3) Key challenges facing this field of management consulting.
4) Any personal contacts group members may have with this field.
5) Type of relevant information available (e.g., financial or nonfinancial)
6) List of at least three major topics that you plan to cover in your final report

Note: This task requires that you have already investigated which topics might be most applicable to the chosen field in general and what information sources might be appropriate and available.

Project report. Write a comprehensive report that applies and integrates key concepts from the entire course (at least three major topics), as well as the feedback by the professor on the project outline. The report should demonstrate and critically evaluate how these concepts apply, or could potentially apply, in the chosen management consulting field. It should be 12 - 15 pages in length, double-spaced (12-point font), excluding major tables, exhibits, appendices, and preliminary matter, and be professional in style and format. Additional research beyond course materials is expected for good project reports. The reports are evaluated for both content and style. Please see additional project guidelines and evaluation criteria posted on the course CULearn.

Project presentation: During class week 5 (the week after the project report is submitted), each group will provide a 15 minute presentation to the class summarizing their group project topic. Presentations will be marked for dynamism, energy, creativity, and of course communication of key findings. Timeliness is also critical. For every minute the presentation runs over 15 minutes, 10% of your mark will be deducted.

All members of the group are not required to participate in the presentation – it is left to the discretion of each group how work tasks are assigned amongst the project elements. However, marks assigned will be binding for all group members.

PROFESSIONAL DEPORTMENT
This course forms an important part of an accounting student’s professional education. As such it is expected that student’s behavior will meet professional standards for attendance, attentiveness, courtesy and respect for others, particularly during other classmates presentations. Unprofessional behaviour during class, such as talking during a lecture or presentation, will be penalized with a 10% reduction to the student’s class participation mark for each incident, at the professor’s discretion.
Further, as aspiring professionals, management consulting students are called to maintain a high standard of ethical behavior. This requires students to avoid all types of academic dishonesty, including plagiarism, cheating, and submitting someone else’s work as your own. This also requires students to advise the professor of any instances of academic dishonesty of which they become aware.

To assist you in fulfilling your ethical responsibilities as a student, the ethical standards for this course require: group work to be performed exclusively by members of the group and all group members must contribute their fair share to each assignment; all exams must be the exclusive work of the individual student. If outside research is performed, sources are to be cited and information discovered via outside research is to be clearly labeled as such. The professor will report all suspected instances of academic dishonesty to the appropriate University officials.
<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
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| 1    | July 7th | Introduction to management consulting, including the role of management consultants and the consulting process.  
*Chapter 1 and 2* |
| 2    | July 8th | Ethics and professionalism for management consultants.  
*Chapter 6* |
| 3    | July 14th | Proposing and planning for consulting engagements  
Techniques, methods and quality control  
*Chapters 7-11; Chapter 32* |
| 4    | July 15th | Communication of results and effective report writing  
*Chapter 11; Appendix 7* |
| 5    | July 21st | Group project presentations |
| 6    | July 28th | Wrap-up!  
Managing the management consultant for optimal results  
*Chapter 3* |

**Group Work**

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course. *Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.*

**Person with Disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or iTV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to [http://www.carleton.ca/pmc/](http://www.carleton.ca/pmc/) for all PMC information.

**Religious Observance**
Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton’s Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

**Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: [http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/](http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/).