ACCT 5127D Management Consulting
Thursday, November 6 to December 22, 2017
18:05-20:55pm, CB 3400

Instructor: Ajay M. Pangarkar CTDP. CPA, CMA
Office: TBD
Phone: 514 836 2392
Email: ajay.pangarkar@carleton.ca  ajayp@centralknowledge.com
Office Hours: Following class (8:55PM onwards)
By appointment (any time)  Please contact me via e-mail to set an appointment.

Referenced Texts
Management Consulting:
A Guide To The Profession, Fourth Edition, Editor Milan Kubr,

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.

Deferred Examination:
NOT Applicable to this course.

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.

Attendance:
Due to brief duration of the course and that it is held once a week, students are expected to attend
Classes missed without a valid reason will be deducted marks off of their final grade at the discretion of the professor. Active participation in discussing the current topics and cases is also expected and is a measure of your engagement IN THE CLASS and measured by the quantity and quality of relevant comments and other involvement. As a result of active participation the professor reserves the right to provide additional marks for the effort. Final marks are at the discretion of the professor. Due to the interactive nature of the activities, make-up assignments, or compensation for marks lost due to missed classes, are not provided for any reason.

**Report - Presenting to Decision Makers:**
You are asked to prepare a presentation to the board of directors and senior management. They are only giving you 15 minutes to do so. How would you prepare and what would you include to ensure that the board or senior managers have what they need to make an appropriate decision and, possibly, convince them that accept what you presented?

Prepare a report addressing the essential items, criteria, and any other items you deem appropriate required to present a proposal to senior management and/or the board of directors. The report should be a maximum of 2-3 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.

**Individual Report Assignment:**
Prepare a written management consulting report outlining the main problems/issues, analysis of the problems/issues, and your recommendations. The report should be a maximum of 6-9 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.

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. Please refer to Appendix 1.

**Project Report Outline (Group):**
You are required to form a group of 5 members. The choice of members is your responsibility. Then your group must select a company to analyze/consult from the list in Appendix 2. Prepare a written outline (about 2 pages - Please refer to Appendix 3) of your proposed project topic for approval and comments by the professor, indicating:

1) The company topic selected.
2) Reasons for selecting the company and topic.
3) Key challenges facing this company.
4) Any information/contacts group members may have with this topic.
5) Type of relevant information available (e.g., financial or nonfinancial)
6) List of at least three major topics/issues that you plan to cover in your final report

**Project Report (Group):**
Write a comprehensive report that applies and integrates key concepts from the entire course (please reference topics cover in the course and/or class), 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, of the chosen company. It should be 12 - 16 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 refer to Appendix 4. Please see additional project guidelines and evaluation criteria posted on the course CULearn.

Project Presentation (Group):
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 required to participate in the presentation – it is left to the discretion of each group how work tasks are assigned amongst the project elements. It looks favorably if all members do participate and present. Marks assigned is binding to each member.

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 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.

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

<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Outline - Group (week 2)</td>
<td>10%</td>
</tr>
<tr>
<td>Report - Presenting to Decision Makers Individual</td>
<td>10%</td>
</tr>
<tr>
<td>Project Report – Group (week 4)</td>
<td>25%</td>
</tr>
<tr>
<td>Project Presentation – Group (week 5)</td>
<td>20%</td>
</tr>
<tr>
<td>Report Assignment – Individual (end of term)</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Course Schedule:

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic/Agenda</th>
<th>Pre-class Prep</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to management consulting, including the role of management consultants and the consulting process.</td>
<td>Chapters 1 and 2</td>
</tr>
<tr>
<td>2</td>
<td>Ethics and professionalism for management consultants.</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>3</td>
<td>Proposing and planning for consulting engagements Techniques, methods and quality control</td>
<td>Chapters 7-11; Chapter 32</td>
</tr>
<tr>
<td>4</td>
<td>Communication of results and effective report writing</td>
<td>Chapter 11; Appendix 7</td>
</tr>
<tr>
<td>5</td>
<td>Group project presentations</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Wrap-up! Managing the management consultant for optimal results</td>
<td>Chapter 3</td>
</tr>
</tbody>
</table>

Course Sharing Websites
Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Policy on Mobile Devices
The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

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
The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

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 cooperation 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://carleton.ca/studentaffairs/academic-integrity/.
### Important dates and deadlines

[http://carleton.ca/summer/dates-and-deadlines/](http://carleton.ca/summer/dates-and-deadlines/)

### Appendix 1: Individual Report (Research Report)

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Abstract</strong></td>
<td>Write a brief description of the report (maximum 250 words) that summarizes the purpose of the project, hypothesis, procedures, principal results, and conclusions.</td>
</tr>
</tbody>
</table>
| **Title Page and Table of Contents** | Title of report  
Student name/student number  
Course/subject  
Date due  
Shows the sections of the report |
| **Executive Summary**        | Gives a summary of the whole report  
Outlines - purpose, research method, findings, main conclusions and recommendations  
Mainly past tense  
Written last |
| **Introduction**             | Outlines context, background and purpose  
Defines terms and sets limits of the research  
The reader/audience can easily identify what, how, why  
(Mainly uses past tense and can be written later although presented first) |
| **Research Questions and Hypothesis** | Clearly state the research problem/question and hypothesis. Explain what prompted the research, discussing the importance of the research in a greater context. Summarize background information from a literature review that helps the reader understand the research question. |
| **Results and Findings**     | Presents findings of the research  
Facts only - no interpretation  
Uses graphic form (e.g. tables & graphs) |
| **Discussion and Analysis**  | Presents an interpretation and evaluation of the results. Analyses results - draws together different aspects of the findings, findings of other studies and refers to literature |
| **Recommendations**          | Brief review of what was found  
Suggest suitable changes/solutions |
| **Conclusions**              | Present the conclusions reached about the research question. Explain how these conclusions were derived based on the methodology and data analysis. The results and conclusions should flow smoothly and logically from the data. Compare the results with theoretical values, published data, commonly held beliefs, and/or expected results. |
| **Acknowledgements**         | Credit those who assisted in the research, including individuals, businesses, and educational or research institutions. |
| **Formatting**               | Cover page (with all names, ID, date, course, etc.)  
Double space, 12pt Arial font for the body  
Minimum11pt font for appendices  
Minimum 2.5cm margins  
Proper headings and sub-headings |
| **References/</br>**           | List books, journal articles, web sites, and other communications used in |
Bibliography

your investigation or cited in your report in alphabetical order. Use the APA (American Psychological Association) format for references.

Journal article example:

Book example:

Appendix 2: Companies to Utilize for Project

Please select one from this list for your Group Project Report:

- Hudson’s Bay Company (managing traditional retailing with online [http://business.financialpost.com/wcm/be868143-e68a-4410-a4a7-27b672d9eb41])
- Uber (internal dysfunction [https://www.ft.com/content/142d3396-5de5-11e7-9bc8-8055f264aa8b])
- Cenovus (fire sale of assets and retiring CEO [http://www.cbc.ca/1.4168826])
- Facebook (change in mission [https://www.theverge.com/2017/2/16/14642164/facebook-mark-zuckerberg-letter-mission-statement])
- Walmart (new retail landscape [http://knowledge.wharton.upenn.edu/article/amazon-vs-walmart-one-will-prevail/])
- Loblaw or Sobeys or Metro (new grocery landscape [https://www.fool.ca/2017/06/19/are-canadian-grocers-in-big-trouble-after-the-latest-amazon-com-inc-deal/] or [https://www.theglobeandmail.com/report-on-business/sobeys-parent-empire-posts-lower-operating-profit/article35485381/])

Appendix 3: Project Outline
Report Title: Provide a title for the report

1) The company topic selected.
2) Reasons for selecting the company and topic.
3) Key challenges facing this company.
4) Any information/contacts group members may have with this topic
5) Type of relevant information available (e.g., financial or nonfinancial)
6) List of at least three major topics/issues that you plan to cover in your final report

Other info you can add to the outline if necessary:

Report Summary/Abstract:
• Briefly summarize the steps required to complete the report,
• Detail the approach and propose a timeline.
• Provide a brief abstract of the report.
• Summary of project, its context, methods, possible major findings, future suggestions if possible

Report Introduction and Background:
• Please provide context of the report.
• Introduce project area
• Identifies the context of the report
• Why project/problem is worth doing/solving.
• Theory – existing ideas and theories associated with project

Report Management:
• Identify the major milestones of the report
• Establish the main objectives necessary to complete the report, and list them Be succinct describing the objectives, and restrict them to a manageable amount.
• List the tasks needed to accomplish each milestone
• Below each of the major milestones, list the subtasks needed to complete each one

Conclusion:
• What do you expect to conclude from your report
• What can the results of the report be used for

Appendix 4: Project Report Format
Executive Summary (max 2 pages)
- Overview of current situation
- Proposed options
- Recommendations

Title page

Table of contents

Introduction

Current Situation
- Internal/External Assessment
- Financial Assessment (as best as you can from available external research)
- Identify KSFs/KRFs/CAAs (as best as you can from available external research)

Major Issues
- Identify and briefly explain the top 3 to 5 major issues

Proposed Options (min 3 options)
- Option #1 (pros/cons, financial assessment based upon research and assumptions)
- Option #2 (pros/cons, financial assessment based upon research and assumptions)
- Option #3 (pros/cons, financial assessment based upon research and assumptions)

Recommendations
- Supporting your recommendation (in ranked order)

Operational/Implementation Plan
- Implementation of Recommendations (overcoming cons, $, when, how)
- Address major operational issues (in ranked order)
- Implementation of operational recommendations
- Performance Management
  - Quantitative (delta, meet financing, forecasts, etc. what you deem appropriate)
  - Qualitative (e.g. some way of assessing objectives are being met)
- Risk Management
  - What if scenarios
- Change Management

Appendices as required
- Environmental analysis
- Financial analysis of alternatives (if possible)
- Other relevant info

External sources/research is encouraged

Appendix 5: Team Contract/Agreement (3 pages)
A Team Contract is a document prepared by each team prior to starting work on group projects. Students should be held accountable and responsible for their own actions. Students will develop their own "rules of engagement" through development of a Team Contract. This contract provides an opportunity for your group to specify preferred methods of communication; action plans, meeting schedules, goals, and consequences of actions (or inactions) of group members. The contract should be developed/signed BEFORE starting the actual course project.

For the Team Contract to be valid, everyone must sign and date the original contract by each member. Give a photocopy of the original to group members for their records. This document is more for your group than it is for the teacher so tailor it to your group's needs.

<table>
<thead>
<tr>
<th>Team Member Name</th>
<th>Email</th>
<th>Tel/Other Info</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Team Structure

1. Leadership structure (individual, individual with rotating leadership, shared):

2. Decision-making policy (by consensus? by majority vote?):

3. Who is the team Recorder/Documentation Manager/Maintainer of all required turn-ins?

4. Day, time, and place for regular team meetings:

5. Usual method of communication (e.g., e-mail, cell phone, wired phone, in person):

B. Team Procedures:
1. Method for setting and following meeting agendas (Who will set each agenda? When? How will team members be notified/reminded? Who will be responsible for the team following the agenda during a team meeting?):

2. Method of record keeping (Who will be responsible for recording and disseminating minutes? How and when will the minutes be disseminated? Where will all agendas and minutes be stored?):

3. Procedures in the absence of a team member: (will the team meet with one member absent, or must all members be present?):

C. Team Participation:

1. Strategies to ensure cooperation and equal distribution of tasks:

2. Strategies for encouraging/including ideas from all team members (team maintenance):

3. Strategies for keeping on task (task maintenance):

D. Personal Accountability:

- Expected individual attendance, punctuality, and participation at all team meetings

- Expected level of responsibility for fulfilling team assignments, timelines, and deadlines

- Expected level of communication with other team members

- Expected level of commitment to team decisions and tasks

E. Certification by Team Members:
In appending your signatures below, you are stating that:

a) You participated in formulating the standards, roles, and procedures of this contract;
b) You have agreed to abide by these terms and conditions of this contract;
c) You understand that you will be subject to the consequences specified above and may be subject to reduction in overall course grade in the event that you do not fulfill the terms of this contract

1. ______________________________________
   Printed Name
________________________________________
____________________________
Signature                      Date

2. ______________________________________
   Printed Name
________________________________________
____________________________
Signature                      Date

3. ______________________________________
   Printed Name
________________________________________
____________________________
Signature                      Date

4. ______________________________________
   Printed Name
________________________________________
____________________________
Signature                      Date

5. ______________________________________
   Printed Name
________________________________________
____________________________
Signature                      Date