CARLETON UNIVERSITY
BUSI 3800 - STUDENT CONSULTING I
(SPROTT STUDENT CONSULTING GROUP - ANALYST AND JUNIOR CONSULTANTS)
Departmental permission is required for registration. Please consult with the instructor.

Instructor: Dr. Robert Helal
Office Hours: By appointment
Email: robert.helal@carleton.ca
Modality: Hybrid in-person and online 120-150 hours synchronous *(i.e., delivered in real-time)*
Course Meets: Monday 14h00-17h00 and by appointment.

Course Calendar description from the 2022/2023 University calendar:
Analysis, solution and presentation of complex business issues through cases.
Includes: Experiential Learning Activity

Prerequisite(s): minimum 7.0 Major CGPA in B.Com. or B.I.B. and permission of the Sprott School of Business.

Lecture three hours and tutorial one hour a week. Additional details provided at the start of the semester.

The Sprott School of Business enforces all prerequisites. It is your responsibility to ensure that you meet the prerequisite requirements for this course. Lack of prerequisite knowledge may lead to Failure in the course. Only the Graduate and Undergraduate Program Advisor of the School can waive prerequisite requirements. *"Permission of the School" is subject to approval of a proposal to be submitted by the student (see section IV, Assignments and Assessment, below).*

Required Materials: Microsoft Teams software.

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

Strategic Positioning of the SSCG

Vision: To become the best student-driven consulting group in the country.

Mission: Our mission is to learn management and leadership through the practical application of research and theory for the benefit of allied organizations.

Values

- We believe in the value of practical research
- We believe in learning through experimentation and reflection
- We are driven by a desire to change the world by helping communities
- We believe in the Sprott values of being creative, connected, and caring
- We believe in an inclusive and interdisciplinary learning environment

Program learning outcomes:
- Collaboration: Graduates will demonstrate the ability to work effectively in teams
- Collaboration: Graduates will demonstrate an understanding of the characteristics of servant leadership
- (See for example: Mertel, T., & Brill, C. (2015). What every leader ought to know about becoming a servant leader. *Industrial and Commercial Training*.
  Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, *37*(4), 1228-1261.)
- Critical Thinking: Graduates will make decisions by gathering, interpreting and applying information from a variety of sources to address complex business issues.

Course learning outcomes:
- Specific outcome(s) indicating to what capacity students will understand and/or demonstrate teamwork in this course
  - Demonstrate professionalism when interacting with peers, faculty, and business professionals in formal and informal business settings.
  - Develop an understanding of the cross-functional and interdependent nature of collective decisions making.

- Specific outcome(s) defining what practices students will be successful at applying as a leader
  - Identify the essential question, issue and/or problem.
  - Gather relevant data to effectively address the question, issue, and/or problem.
  - Demonstrate a basic understanding of leadership competencies
  - Recognize the value of incorporating ethics into work-life decisions.
  - Demonstrate the ability to recognize ethical issues associated with work and organizational decisions and actions and to apply ethical principles to deal effectively with them.
  - Demonstrate an understanding of the impacts of organizational culture, structure, and systems on ethical behaviour and the ability to manage features of these organizational characteristics in order to promote ethical behaviour throughout the organization.

- Specific outcome(s) indicating the skills they demonstrate and/or the contribution they make to decision-making in the projects
    - Write well-organized and effective reports on business issues.
    - Prepare and present oral reports on business issues in a well-organized and effective manner.
    - Recognize and evaluate assumptions, diverse points of view and ideas relevant to the question, issue, and/or problem.
    - Articulate implications and consequences that emerge from conclusions/solutions.

- Any other course outcomes related to their involvement in the project(s) or knowledge acquired in readings, etc.

    - Demonstrate proficient and effective use of modern information and communication technologies for communicating and collaborating in organizational settings.
    - Develop informed alternative solutions and evaluate them using appropriate analytical techniques.
    - Develop awareness and understanding of integrated enterprise information technology solutions in addressing business problems.

Learning outcomes

At this level of the SSCG program, students support their teams and leaders by actively participating in analysis activities that involve multidisciplinary teams interacting to achieve educational, business, or humanitarian goals. This experience is intended to be challenging, fun, and interesting but will not be easy since, by definition, it deals with "foreign" issues and terrain that will often be unfamiliar. Developing research, analysis, and employability skills in a global context requires a high level of engagement and performance.

Specific information about the SSCG Experience

Here is some essential information that can positively impact your experience with us.

The program aims to get students out of the classroom and work with real organizations. Through this initiative, students work as consultants within interdisciplinary teams to solve real problems. Building on experiential learning theory, this is a proven way for students to acquire practical experience, expand their networks, and enhance their management and leadership skills.

Standard Operating Procedures

The first task is to read and understand the SSCG Standard Operating Procedures (SOPs). The purpose of the SOPs is to establish guidelines for our operations. Internal guidelines include the SSCG organization as a whole, the recruitment process for students, the project management cycle, and the detailed grading system.
In the SOPs, you will learn that the Sprott Student Consulting Group operates through two departments, Operations and Corporate Affairs. The Corporate Affairs department is in charge of the organization's

administrative functions such as marketing, human resources, finance, client relations and so on. The operations department is composed of various teams that work on projects assigned to them by various clients. Each team will be led by a team leader who will report to the Director of operations.

In BUSI 3800, students will generally occupy the position of analyst.

Analyst (or team member)

Analysts are critical to the success of the projects. Each analyst will be assigned to a consulting project or to a management project led by a consultant (for a consulting project) or team leader (for a management or event project). Tasks can include building a section of a report, conducting quantitative or qualitative research, analyzing data, collating information, identifying clusters and themes, programming, or proposing recommendations. As an essential part of a team, it is important to fully comprehend the nature of the project and the plan set in place by the consultant or team lead. Analysts and team members are responsible for executing their tasks diligently, on schedule, and to the highest standard to achieve daily, weekly, and monthly targets. Each analyst or team member is expected to invest an average of 150 hours of work per semester (about 10 hours a week) on one or multiple teams and must log their hours weekly. Log sheets are confirmed by the assistant team lead before submitting them to accounting.

After this experience, analysts and team members should be able to:
- Produce well-written sections of effective reports on business issues.
- Contribute to oral reports on business issues and present sections of these in a well-organized and effective manner.
- Demonstrate professionalism when interacting with peers, faculty, and business professionals in formal and informal business settings.
- Use information and communication technologies for communicating and collaborating in organizational settings.
- Identify essential questions, issues, opportunities, and/or problems.
- Gather relevant data to effectively address the question, issue, opportunity, and/or problem.
- Recognize and evaluate assumptions, diverse points of view and ideas relevant to the question, issue, opportunity, and/or problem.
- Develop informed alternative solutions and evaluate them using appropriate analytical techniques.
- Articulate implications and consequences that emerge from conclusions/solutions.
- Recognize the value of incorporating ethics into work-life decisions.

Assignments
Assignments will be dependent on each project, but in general, teams will need to produce a project charter, an interim report and a final report.

Evaluation: SSCG contractual grading scheme – Analysts

#	Key Performance Indices	Weight	Base		Excel		Submission	Assessor
1	Deliverables	40%	Preliminary report/ presentation = 0 Final presentation = 10 Final Report/ = 30				Deliverables are submitted to the Director of Operations (projects)	**First version of Deliverables are graded by CAO**
2	Client Satisfaction	20%	Score 4-8= 10 points		Score 8.1-10= 20 points		Clients complete survey	Client Relations
3	Individual Contribution	20%	80-100 hours= 5 points		100-120 hours= 10 points		120-150 hours= **15** points	>150 hours= 20 points (Hours are submitted weekly to **finance team**)
4	Personal Reflection *See below for details*	20%	Simple reflection= 10 points	Intermediate reflection= 15 points	Detailed reflection= 20 points	Submitted via email to Dr. Webb		**CAO**
5	Total	100%						CAO (Chief Academic Officer)

Deliverables
As described in the SOPs, all team members working on projects must submit a project mandate, preliminary report/presentation, and final report/presentation. Students must also complete administrative tasks for the project, such as submitting their hours to the accounting team on a weekly basis, completing time sheets, and reflections

Individual Contribution
Hour logs are submitted to HR to calculate individual contributions to each project over the semester:
100 - 120 hours - 5 points
120-150 hours - 10 points
>150 hours - 20 points

Personal reflection
As described in more detail in the SOP, Personal reflections are to be submitted to the course instructor on the last day of each month and on the 15th of the last month of the course (4 in all). These are in-depth and highly focused reflections on your most important leadership learning and should answer in 2-3 pages:
- What is the most important concept you learned about servant leadership? (and How did you learn this?),
- So what? (why is this important); and
- what now (what will you start doing, stop doing and keep doing).
- What references and sources did you consult to reflect on your chosen theme?

The reflection should be focused, profound, and not simply descriptive.

Simple reflection (superficial reflection, mostly descriptive, with few examples or references) – 4 points
Intermediate (general reflection on several elements of learning. Some examples and references provided) – 8 points
In-depth (Detailed reflection on specific element or elements of learning. Precise examples and sufficient references to transform claims into facts are provided) – 10 points

Client Satisfaction
Client surveys are completed by the client themselves after project completion.
Score of 4-8 – 10 points
Score of 8.1-10 – 20 points.

Bonus marks
Bonus marks can be awarded by the Director of Operations (1-2 points), General Manager (1-2 points) and the Chief Academic Officer or for exemplary work on a project.

OTHER

1. Email
- Distribution of course materials and submission of assignments will be done through email
- Students must use their Carleton account when communicating by email.
- Every effort is made to answer emails within 48 hours during the working week.

Microsoft Teams

The SSCG uses Microsoft Teams as the primary communication system.
All internal and external communications, including online meetings, are to be done through school emails or Teams. For privacy and security reasons, it is strictly forbidden to use other communication channels like Reddit, WhatsApp, etc.

Children and babies in the SSCG office

At this time, there isn't a formal policy regarding the presence of children and babies in classrooms. Yet, we believe in a learning environment that strikes a healthy balance between learning and family obligations. Occasionally, minor illnesses, unanticipated emergencies or other unplanned events can play havoc with even the best day-care plans. Understanding that children should be in the SSCG office on a temporary basis only, it remains unacceptable for you to feel that you must choose between attending SSCG office hours or taking care of your child. Thus, rest assured, in case of necessity, children and babies are welcome in the SSCG offices. In this same spirit, babies who are breastfeeding are always welcome.

In the case where your child is joining you in the SSCG office, I would invite you to
- Advise your instructor as soon as possible,
- Choose a seat close to a door so you can exit discreetly if your child needs some special attention, and

- Remember that you are responsible for your child's safety and behaviour. (the parent caregiver may not ask other adults, employees, faculty, or students to supervise their child.) I am sure that I can count on the understanding of all students to help create a welcoming and respectful environment for all forms of diversity, including being a parent.

ADDITIONAL INFORMATION

Course Sharing Websites
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).

Required calculator in BUSI course examinations
If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

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, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor 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.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations
University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:
http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. **carleton.ca/pmc**

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: **carleton.ca/sexual-violence-support**

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. **https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf**

For more information on academic accommodation, please contact the departmental administrator or visit: **students.carleton.ca/course-outline**

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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of Permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: https://carleton.ca/registrar/academic-integrity/.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! http://sprott.carleton.ca/students/undergraduate/learning-support/

* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting http://carleton.ca/ccs/students/