



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **BUS 462: Strategic Consulting**

5 Credits

Effective: Summer 2020/2021

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

This course equips students with proper concepts, tools, techniques, and frameworks for assessing organizational effectiveness and fitness, identifying areas for improvement, strategy formulation, and management consulting. Students will have the opportunity to develop their strategic consulting skills by working individually and collectively on real-world cases and scenarios. Throughout this course students will create an extensive strategic management toolkit that can be applied in a wide range of industries and organizations.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under Course Information in Blackboard as well as from the library homepage.

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available at no cost to students.

Students in Canada will see required resources they need to purchase tagged “Purchase from the Canadian Bookstore.” Students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Critical thinking and information literacy

COURSE OUTCOMES

In this course, learners:

- Identify the specific application areas for key strategic consulting tools, methods, and paradigms with an emphasis on understanding the type of relevant problems and scenarios.
- Develop an understanding of the nature and rigor of strategic consulting and gain skills in consulting fundamentals.
- Assess the degree of alignment between a firm’s strategic capabilities and market forces using proper frameworks.
- Gain knowledge of highly effective strategic consulting best practices and tools.
- Develop and present proper recommendations to enhance a company’s strategic capabilities and position within the market.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Strategic alignment
- Internal/external analysis
- Consulting tool application
- Innovation
- DuPont Analysis
- Selecting Growth Strategies

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments and Activities	20%
Individual Assignment: Strategic Consulting Tools PowerPoint Presentation	20%
Team Project: Strategic Consulting Case Analysis and Presentation	60%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics with more detail as to how this assignment will be graded.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Engagement	100%
TOTAL	100%

Individual Assignment: Strategic Consulting Tools PowerPoint Presentation

For this assignment, students will conduct research to identify two (2) strategic consulting tools and two (2) best practices that leading consulting firms currently utilize to facilitate their strategic assessments and development of strategies and solutions for organizations. Students will present their research findings using a live or narrated PowerPoint presentation depending on the class mode. This presentation should consist of 12-15 slides (approximately 15 minutes in length) excluding the cover page, agenda slide, and references. Students must cite at least six (6) resources, follow APA conventions, and include proper graphics to support and complement their discussions. Components of the presentation for each of the

four (4) tools and best practices include:

A: A technical description of the tool or best practice.

B: A description of how and why consulting firms utilize the tool or best practice.

C: How the tool or best practice relates to specific class concepts and/or other approaches or tools utilized within the field.

D: Real-world examples of problems and scenarios that the practice or tool helps with, or instances of strategic recommendations that emerge from using them.

<i>Components</i>	<i>% of Grade</i>
Audio/visual presentation	20%
Critical thinking and analysis	30%
Assignment requirements	30%
Style including structure, flow, grammar, and spelling	10%
APA	10%
TOTAL	100%

Team Project: Strategic Consulting Case Analysis and Presentation

At the start of the course, students will be assigned to teams and each team will select an organization to analyze and assess its strategic alignment and make proper recommendations to enhance its performance. Suggestions for the case will be provided by the instructor that teams can choose from or groups can select their own scenario to work on upon the instructor's approval. To ensure consistency and quality, teams are required to utilize the attached template (also available in Course Information) and complete each phase according to the assigned due dates. Students will initially submit Phase 1 as a draft to receive feedback from the instructor. This checkpoint will facilitate a more effective transition from Phase 1 to Phase 2, considering the dependence of the latter on the former component.

This template consists of two (2) major phases as follows:

- Phase 1: Assess the degree of alignment between the firm's strategic capabilities and market forces using the Strategy/Innovation Alignments model.
- Phase 2: Develop and present proper recommendations based on the key findings in Phase 1 to enhance the company's strategic capabilities and position within the market. Recommendations must be research-based and be consistent with best practices utilized by leading strategy consulting firms.

The final case analysis paper, which should include both phases, will be 20-25 pages (excluding cover page and reference page); APA writing conventions should be followed with a minimum of 15 sources referenced and cited. In addition, teams will present their key findings and outputs for each main section of the template for both phases. If the course is in an online format, teams will record and submit their narrated presentation. The presentation should be approximately 15 minutes in length (12-15 slides). Each team member will fill out an evaluation form to indicate the level of individual performance in the team. This evaluation will contribute to the "Teamwork" component of the associated rubric.

<i>Components</i>	<i>% of Grade</i>
Requirements	25%
Analysis	25%
Style including Structure, Flow, Grammar, and Spelling	10%
APA	10%
Team Contribution	15%
Team Presentation	15%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Title IX Statement

City University of Seattle and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If you have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage you to report this to the University. If you speak with a faculty member about an incident of misconduct, that faculty member must notify CityU's Title IX coordinator and share the basic fact of your experience. The Title IX coordinator will then be available to assist you in understanding all of your options and in connecting you with all possible resources on and off campus.

To view CityU'S sexual misconduct policy and for resources, please visit the [Campus Safety](#) and [Title IX Page](#) in the my.cityu.edu portal.

Scholastic Honesty

Scholastic honesty in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. You are responsible for understanding CityU's policy on scholastic honesty and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Scholastic Honesty* under *Student Rights & Responsibilities*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if s/he is present at any time during the class session. For online classes, a student has attended if s/he has posted or submitted an assignment. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Attendance Policy for Mixed Mode, Online and Correspondence Courses*.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking

As a CityU student, you have access to 10 free hours of online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request your username and password. You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog in the section titled [Academic Integrity Policy](#) under Student Rights & Responsibilities.

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Final Assignments Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

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