Course Syllabus**: Entrepreneurial Consulting Course Syllabus**
Dillard College of Business
MGMT 4793-101
Fall Semester and August 28, 2023 to December 10, 2023

Contact Information

Instructor: Dr. DeAndrea Y. Davis, MBA, RICP®, CFP®
Office: DCOBA 222#
Office hours:
- Monday and Wednesday 10:00 A.M. to 12:00 P.M.; 2:00 P.M. to 3:00 P.M.
- Tuesday 11:00 A.M. to 12:00 P.M.
- By appointment

Phone: (940) 397-4149
E-mail: deandrea.davis@msutexas.edu

Course Description

The objective of this course is to familiarize students with the phases of the consulting process in both an academic setting and real-world environment. Students will conduct an in depth needs analysis of a selected business with the end goal of providing material solutions to resolve those needs.

Textbook & Instructional Materials

Recommended Materials: Block,Peter (2011), Flawless Consulting: A Guide to Getting Your Expertise used 3e, Jossey-Bass, Inc. ISBN:9781394177301

Study Hours and Tutoring Assistance

ASC offers a schedule of selected subjects tutoring assistance. Please contact the ASC, (940) 397-4684, or visit the ASC homepage for more information.

Student Handbook

Refer to: Student Handbook

Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas
- Fine tuning your research questions
- Finding information on your topic
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments. You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content).

Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways is subject to the Academic Misconduct Policy & Procedures described below. When in doubt about permitted usage, please ask for clarification.

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.
[Office of Student Conduct](#)

Course Activities

Activities	Points
Chapter Readings FC 1	10
Chapter Readings FC 2, FC 3	20
Chapter Readings FC 17, 19	20
Chapter Readings FC 4, FC 5	20

Activities	Points
Chapter Readings FC 6, FC 7	20
Chapter Readings FC 8, FC 9	20
Chapter Readings FC 10, FC 11	20
Chapter Readings FC 12, FC 13	20
Chapter Readings FC 14, FC 15	20
Chapter Readings FC 16	10
Article 1: Example of Consulting	40
Article 2: Consulting and AI	40
Article 3: Advantages and disadvantages of an internal and external consultant	40
Article 4: Consulting & Resistance	40
Article 5: Best Practices for Consulting	40
Assignment 1: Team Formation (name, logo, etc.)	20
Assignment 2: Letter of Engagement	200
Assignment 3: Consulting Project	400
Assignment 4: Consulting Presentation	400
Total Points	1400

Grading Scale

Actual Points	Percentage	Letter Grade
1260 and Higher	90 and Above	A
1120 to 1246	80 to 89	B
980 to 1106	70 to 79	C
840 to 966	60 to 69	D
Less than 840	Less than 59	F

Brief Descriptions of Course Activities

Chapter Readings/Discussion Board
You will have chapter readings throughout the semester. Each week you will be required to read the chapters before coming to class and post what you have learned in the discussion board. Please use the following questions as prompts to writing your discussion post.

1. In your own words summarize what you learned in the chapter
2. How will you use what you learned in your consulting project?

You are required to respond to both questions with your best rationale. In addition, to obtain full credit, you are required to read and respond to at least two other students! posts.

Articles/Discussion Board
Throughout the semester you will find five articles related to consulting. You are required to read and understand the article thoroughly.

Next, you are charged with writing a short essay providing your responses to these questions in the discussion board:

1. Why did you choose the article?
2. In your own words summarize the article? Please provide your best rationale and proper references (if used) without plagiarizing.
3. How does the article relate to the material we have covered in class so far?

4. How will you use the information learned in your consulting project?

Assignments Team Formation

1. Team Formation: Students will work in teams and be assigned to work for a local business as a consultant.

2. It is critical to choose the right people for your team. To enforce the idea of teamwork, a 360 evaluation will be given to each team member at the end of the semester. The evaluations provided by your team could significantly impact your final grade. The company will also be providing feedback which will be used to calculate your final grade.

3. Once the team is formed you will come up with a team name, logo, mission statement, bios for each member (including a photo), code of ethics, and company history (which will describe how the company came into existence).

4. Each team will enter the client's organization, gain access to needed data and employees, identify and assess the issues, problems, and/or needs, and deliver a written report to the organization and class at the end of the semester.

Letter of Engagement
Each team will develop a letter of engagement which constitutes the contract between the team and the client firm.

Consulting Project and Presentation
The consulting project and presentation is a cumulations of the semester long work with the client firm. Each team will prepare a professionally written report and make an oral presentation of the team's recommendations to the class and the client firm. Your client will be invited to hear your presentations. If your client cannot make it to the oral presentation, you will still be expected to present the material to the class at the final presentation.

Professionalism
The expectation is for your team to be professional throughout the consulting engagement with the client. Please make sure to use appropriate language, show up on time, and dress appropriately for each engagement.

Maintain confidentially throughout and after the engagement. As a consultant you are given access to confidential information. Do not share the information you receive outside of the scope of the engagement. To be a good consultant,

you must practice active listening. The key to being a good consultant is being a good listener.

Late Work

No late submission will be accepted and graded. Students who experience an emergency need to contact the instructor for late submission permission. Valid documentation is required.

Make Up Work/Tests

All course activities must be submitted before or on set due dates and times. If the student is unable to abide by the due dates and times, it is her/his responsibility to contact the instructor immediately. Valid documentation is needed for the acceptance of late assignments. The student will receive a score of zero for all late assignments, exams, and project.

Note: The due dates and times for the activities will adhere to the Central Time Zone.

Important Dates

Last day for term schedule changes: August 28 – 31, 2023
Deadline to file for graduation: September 25, 2023
Last Day to drop with a grade of #W": 4:00 P.M.: October 30, 2023

It is the student's responsibility to visit with their academic advisor prior to withdrawing from a class and must come to the Dean of Students office located in the Clark Student Center, room 104, to fill out a withdrawal slip.

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into D2L through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis.

The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings. Computers are available on campus in various areas of the buildings as well as the Academic Success Center. Your computer being down is not an excuse for missing a deadline! There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the Internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations; however, they are able to help you get connected to our online services. For help, log into [D2L.](#)

Instructor Class Policies

Grading and Feedback:
All the course activities will generally be graded one week after the set due date on an absolute scale. You can check your grades by going to Gradebook. If there is any discrepancy in the grade, you must contact me immediately. I will provide individual feedback or general feedback on the performance of the course activity.

Discussion Board Participation:
Discussion Boards will primarily be used for discussing course content- related topics and issues.

For each graded discussion question, you must respond to the question directly. In addition, you are required to read and respond to at least two other students' posts in order to receive full credit. Please ensure that the responses to the questions are meaningful, reflective, refer to personal experience and support your course readings.

Avoid postings that are limited to "I agree" or "great idea," etc. If you agree (or disagree) with a posting, then say why you agree (or disagree)

by providing your rationale. You are responsible for reading all of the messages that are posted in the online discussion. Not reading messages is the equivalent of sleeping in class.

Use a person's name in the body of your message when you reply to their message. It helps to keep all of us oriented. It helps us maintain a clearer sense of who is speaking and who is being spoken to. As we begin to associate names with tone and ideas, we come to know each other better.

Change the subject line when you introduce a new topic. The value of this tip will become apparent as the number of messages grows.

Midterm Progress Report
In order to help students keep track of their progress toward course objectives, the instructor for this class will provide a Midterm Progress Report through each student's WebWorld account. Only at-risk students will receive the Midterm Progress Report. Midterm grades will not be reported on the students' transcript; nor will they be calculated in the cumulative GPA. They simply give students an idea of where they stand at the midpoint of the semester. Students earning below a C at the midway point should schedule a meeting with the course instructor.

Course Incomplete
A student is expected to complete a course of study during a semester. In an emergency, the instructor may assign a grade of "incomplete" with complete documentation for the situation. It is important to note that "incomplete" is rarely given. A student needs to complete the course within 30 days of the beginning of the next long semester or the incomplete grade will become an F.

Netiquette
Anything you type in the discussion area is public - which means that every student in this class (including your instructor) will see what you write. Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal
- Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race, or ethnicity

- Do not use all caps in the message box unless you are emphasizing (it is considered shouting)
- Be courteous and respectful to other people on the list
- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.
- If the posting is going to be long, use line breaks and paragraphs
- Fill in a meaningful Subject Line
- Write your full name at the end of the posting
- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

Note: If you do not adhere to the guidelines for any posting, you will lose the points that would have been granted, and the instructor reserves the right to remove your posting and to deny you any further posting privileges. For additional help, please refer to netiquette.

Cheating/Plagiarism/Academic Dishonesty:

#Plagiarism" includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Student Honor Creed

As an MSU Student, I pledge not to lie, cheat, steal, or help anyone else do so." As students at MSU, we recognize that any great society must be composed of empowered, responsible citizens. We also recognize universities play an important role in helping mold these responsible citizens. We believe students themselves play an important part in developing responsible citizenship by maintaining a community where integrity and honorable character are the norm, not the exception. Thus, we, the students of Midwestern State University, resolve to uphold the honor of the University by affirming our commitment to complete academic honesty. We resolve not only to be honest but also to hold our peers accountable for complete honesty in all university matters.

We consider it dishonest to ask for, give, or receive help in examinations or quizzes, to use any unauthorized material in examinations, or to present, as one's own, work or ideas which are not entirely one's own. We recognize that any instructor has the right to expect that all student work is honest, original work. We accept and acknowledge that responsibility for lying, cheating, stealing,

plagiarism, and other forms of academic dishonesty fundamentally rests within each individual student.

We expect of ourselves academic integrity, personal professionalism, and ethical character. We appreciate steps taken by University officials to protect the honor of the University against any who would disgrace the MSU student body by violating the spirit of this creed.

Written and adopted by the 2002-2003 MSU Student Senate.

Attendance and Class Participation:

Regular and active participation is an essential, unmistakably important aspect of this online course. The expectation of the instructor is that students will log on a minimum of three times every seven days. It is critical that you read all of the lecture and assignment materials as well as all of the public discussion materials. Your full participation on a weekly basis is not only a requirement; it is also an essential aspect of the online course process. All students are expected to do the work assigned, notify the instructor when emergencies arise, and makeup assignments no later than the due dates. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Safe Zones Statement

The instructor considers the course and course environment to be a place where you will be treated with respect as a human being - regardless of gender, race, ethnicity, national origin, religious affiliation, sexual orientation, political beliefs, age, or ability. Additionally, diversity of thought is appreciated and encouraged, provided you can agree to disagree. It is the professor's expectation that all students consider the class a safe environment.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester.

HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to Disability Support Services.

College Policies

Campus Carry Rules/Policies
Refer to: Campus Carry Rules and Policies

Smoking/Tobacco Policy
College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy
To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry
Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit Campus Carry.

Active Shooter
The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit MSUReady – Active Shooter. Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: *"Run. Hide. Fight."*

Grade Appeal Process
Students who wish to appeal a grade should consult the Midwestern State University graduate catalog.

Notice: Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

Week	Topics	Learning Objectives	Assignments
Week 1 (8/29/23 to 9/04/23)	Course Orientation Session 1: What is Consulting (FC 1)	To define consulting	• Familiarize with D2L and course syllabus • Discuss Chapter 1
Week 2 (9/05/23 to 9/11/23)	Session 2: Techniques are not enough (FC 2) Flawless consulting (FC 3)	• To understand the different factors in consulting (e.g. assumptions, goals, roles, collaboration, client involvement). • To explain the concepts of consulting authenticity, accountability, consulting phases.	• Discuss Chapter 2 & 3 • Discussion Post by midnight 9/4 • Article 1 Due by midnight 09/08 • Team formation

Week	Topics	Learning Objectives	Assignments
Week 3 (9/12/23 to 9/18/23)	Session 3: The elements of engagement (FC 17) The heart of the matter (FC 19)	• To explain the elements of the engagement and eight ways to engage • To understand how authenticity is demonstrated in the consulting process through caring	• Discuss Chapter 17 & 19 • Discussion Post by midnight 9/11
Week 4 (9/19/23 to 9/25/23)	Session 4: Contracting overview (FC 4) Contracting meeting (FC 5)	• To explain the concept, skill, elements, and ground rules of consulting • To explain how to define the client, deal with being stuck, have checkpoints, sell your ideas, closing the contract, and after meeting follow up	• Discuss Chapters 4 & 5 • Discussion Post by midnight 9/18 • Article 2 Due by midnight 09/22
Week 5 (9/26/23 to 10/02/23)	Session 5: The agonies of contracting (FC 6) The internal consultant (FC 7)	• To describe how to deal with low motivation, negotiation, and shifting tide of the consulting role. • To define the internal consultant and the differences between internal and external consultants	• Discuss Chapters 6 & 7 • Discussion Post by midnight 9/25 • Letter of engagement due by midnight 09/25

Week	Topics	Learning Objectives	Assignments
Week 6 (10/03/23 to 10/09/23)	Session 6: Understanding resistance (FC 8) Dealing with resistance (FC 9)	• To understand resistance, what is being resisted, addressing underlying concerns, and addressing fears • To understand steps for handling resistance	• Discuss Chapters 8 & 9 • Discussion Post by midnight 10/2 • Article 3 Due by midnight 10/6
Week 7 (10/10/23 to 10/16/23)	Session 7: From diagnosis to discovery (FC 10) Whole system discovery (FC 11)	• To understand how to correctly identify problems with an organization and manage it • To learn how to take a whole systems approach, and use it in the discovery work	• Discuss Chapters 10 & 11 • Discussion Post by midnight 10/9
Week 8 (10/17/23 to 10/23/23)	Session 8: Discovering gifts capacities, and possibilities (FC 12) Get the picture (FC 13)	• To understand the power and implications of positive deviance for consulting • To learn how to safeguard against bias, assess how issues are being managed, and levels of analysis	• Discuss Chapters 12 & 13 • Discussion Post by midnight 10/16 • Article 4 Due by midnight 10/20

Week	Topics	Learning Objectives	Assignments
Week 9 (10/24/23 to 10/30/23)	Session 9: Preparing for feedback (FC 14) Session 16: Managing the meeting action (FC 15)	• To learn how to condense data, present a clear picture of data gathered to the client • How to structure the presentation meeting and how to navigate resistance in the meeting	• Discuss Chapters 14 & 15 • Discussion Post by midnight 10/23
Week 10 (10/31/23 to 11/06/23)	Session 10: Implementation (FC 16)	To understand practical methods of implementation of the consulting process	• Discuss Chapters 6 • Discussion Post by midnight 10/30 • Article 5 Due by midnight 11/03
Week 11 (11/07/23 to 11/13/23)	Project Based Discussions	Project Based Discussions	N/A
Week 12 (11/14/23 to 11/20/23)	Project Based Discussions	Project Based Discussions	N/A
Week 13 (11/21/23 to 11/27/23)	Project Based Discussions	Project Based Discussions	N/A

Week	Topics	Learning Objectives	Assignments
Week 14 (11/28/23 to 12/04/23)	Presentations	Presentations	• Final Presentation • Final Written Paper Due 11/27/2023 by midnight