



## **Dillard College of Business Administration**

### **SYLLABUS: Entrepreneurial Consulting**

MGMT 4793.180 Tuesday and Thursday, 5:30 PM until 6:50 PM Dillard Building 329  
Fall 2021 Semester

#### **Contact Information**

Instructor: DeAndrea Y. Davis MBA, CFP®, RICP®  
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#### **Course Materials**

Block, Peter (2011), *Flawless Consulting: A Guide to Getting Your Expertise used 3e*,  
Jossey-Bass, Inc. ISBN: 0470620749

#### **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.

#### **Course Prerequisite(s)**

Prerequisite(s): MGMT 3783, MKTG 3723, FINC 3733, and consent of the Director of the Munir Abdul Lalani Center for Entrepreneurship and Free Enterprise

#### **Course Objective**

##### **Learning Goals:**

- Develop entrepreneurial relationships with business owners
- Understand and apply the phases of a consulting project
- Increase the ability to define key factors, issues, concerns, and needs affecting a business via the consulting engagement, and examine the inter-relationship of those assessments to provide solutions
- Improve aptitude to clearly present analyses of issues and organizational problems in a concise, accurate, and clear manner from the perspective of the consultant.

## Course Policies

Attendance is essential to successfully completing this course. I will allow two absences consequence-free; however, after two, each subsequent absence (without a valid reason) will result in a 2.0-point deduction from your final average.

Tardiness to class is disruptive and disrespectful to both the professor and your fellow classmates. I will count every two late arrivals as being equal to one absence and will deduct from your final average according to my absence policy. If you arrive any time after class begins, you will be considered tardy; however, if you are ten minutes late or more, you will be counted absent. Participation in class discussion is expected, so reading the assigned material and completing assignments **prior** to coming to class is expected.

## Other Related Policies

### Missed Examination Policy:

Only students with authorized absences (see University Class Attendance Policy) may make up missed assignments. Students must make up a missed assignment before they can return to class. As a professional courtesy, please notify me of the absence prior to the assignment if possible.

### Grading and Evaluation:

The semester grade of the student will be primarily based on the recurring discussions with the professor and the quality of the written recommendation/proposal and various presentations throughout the course. You will be reviewed on all material as a group and as an individual.

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 for ALL students. 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 professor.

### Assignments:

Assignments are **due at the beginning of the class on the specified due date**. Late assignments constitute an unacceptable level of professionalism and work quality and will not be accepted. Additionally, student performance will be assessed using the following elements.

- Industry Analysis and Porter's Five Forces Model: **Each team** will research and write an analysis of the home industry of the client firm.
- Letter of Engagement: **Each team** will develop a letter constituting the contract between the team and the client firm.
- Consulting Project and Presentation: This is the culmination 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.

You will work in groups and be assigned to work for a local business as a consultant. **Your team** will (1) enter the clients 'organization; (2) gain access to needed data and employees; (3) identify and assess the issues, problems, and/or needs and (4) deliver a written report to both the company and me.

It is imperative that you 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 mates could significantly impact your final grade. The company will also be provided the opportunity to provide feedback, which will impact your final grade.

Since I am not choosing the groups, I will not be the mediator if someone is not pulling their weight. Since the company will be providing an evaluation, it will influence everyone in the group. I would strongly advise each student to:

1. Be professional
2. Watch your language
3. Do not chew gum, etc.
4. Show up on time
5. Dress in business attire (regardless of client atmosphere, remember you are coming to the company in the capacity of the expert/professional and should dress accordingly)
6. Be prepared. Bring your own pen, paper, calculator, or any other supplies you will need
7. Maintain Strict Confidentiality – As a consultant, you may be given access to confidential information. Do not share that information outside of this class
8. Have integrity
9. Focus on your client—the key to being a good consultant is being a good listener

Your client will be invited to hear your presentation. If your client cannot make it to the oral presentation, your report should be presented as if the client was the primary audience.

**Class Participation:**

Class participation/discussions are interactive sessions based on assigned readings. Class participation will require critical thinking and engaged dialogue. Class Participation includes active participation in all class activities and exercises during class. Quality contributions to class discussions should be meaningful and demonstrate a grasp of the assigned readings / learning materials. If your conversation does not contribute to the discussion you will receive a deduction to your participation grade.

Students will be expected to monitor their amount of “air time” so as not to over-participate yet add value to the conversation. This portion of the grade will also be based on the

student's preparation for class (e.g. completion of assigned instruments and reading assignments) and their participation in class discussions. I will be looking for in-depth insights and/or questions about the learning materials for the chapters, as well as meaningful contributions to the conversation. Students will be expected to make at least one contribution to every class discussion. If I have to call on you to participate or you have not read the assigned material, a deduction will be made to your class participation goals.

**Points are allocated to each component as follows:**

Element	Percentage
Class Participation	200
Industry Analysis	200
Letter of Engagement	100
Consulting Project (Presentation)	250
Consulting Project (Written)	250
<b>Total Points</b>	<b>1000</b>

**Grades will be assigned using the following schedule:**

Letter Grade	Percentage
A	90.00% and above
B	80.00% to 89.99%
C	70.00% to 79.99%
D	60.00% to 69.99%
F	Less than 60.00%

**Grading Policies:**

Semester grades will be reported through normal university channels with no exceptions. On all team projects, every group member receives the same grade. If the confidential peer feedback indicates a group member did not pull their fair share I reserve the right to make deductions from that person's grade.

**Academic Integrity:**

Regarding academic honesty, students are referred to the "Student Honor Creed" of the Midwestern State University Undergraduate Catalog. Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. Cutting and pasting text from the Internet without citing the source and setting off the "pasted text" in a form that identifies it appropriately constitutes plagiarism. Please know that integrity is very important to me.

**Americans with Disabilities Act:**

If a student has an established disability as defined in the Americans with Disabilities Act and would like to request accommodation, that student should see me as soon as possible (i.e., within the first two weeks of the semester). Refer to my office hours and phone number shown on page 1. This class follows the guidelines suggested by the Center for Counseling and Disabilities Services for those students who qualify for disability services.

**Syllabus Change Policy:**

This syllabus is a guide for the course and is subject to change without advanced notice.

**Additional Information:**

Written Assignments: All written assignments are to be double-spaced, have one-inch margins, and use an 11 or 12-point font (specific font must present a business appearance and be similar in “size” to Times New Roman or Arial. I prefer you to use Arial).

Additionally, any assignment consisting of more than one page should be stapled.

**General Policies:**

- Assignments: No assignments will be accepted past their due date.
- Turn off your cell phones and put them away (failure to do so will result in a 2-point reduction to your final grade for each offense).
- Laptops are for business use during class—not surfing, emailing, or networking.
- Don’t fall behind in your work. You cannot cram a semester’s work into the last few weeks.
- Build a schedule and stick to it.

**Tentative schedule:**

Please keep this syllabus as a reference! Students are responsible for all information contained in the syllabus and for any changes to the syllabus, which may be announced in class or via email. FC=Flawless Consulting book chapters

Date	Topic	Reading	Due
8/24	Intro		
8/26	What is Consulting	FC 1	
8/31	Techniques are Not Enough/Flawless Consulting	FC 2, FC3	
9/02	The Elements of Engagement/The Heart of the Matter	FC 17, 19	
9/07	Contracting Overview and Contracting Meeting	FC 4, FC 5	
9/09	Guest Speaker(s): TBD	Guest Speaker	

<b>Date</b>	<b>Topic</b>	<b>Reading</b>	<b>Due</b>
9/14	The Agonies of Contracting /The Internal Consultant	FC 6, FC 7	Agenda Check
9/16	Understanding and Dealing with Resistance	FC 8, FC 9	
9/21	From Diagnosis to Discovery/Whole System Discovery	FC 10, FC 11	Letter of Engagement
9/23	Discovering Gifts, Capacities, and Possibilities/Get the Picture	FC 12, FC 13	
09/28	No Class		
09/30	Preparing for Feedback/Managing the Meeting for Action	FC 14, FC 15	
10/05	Implementation	FC 16	Industry Analysis/Porters 5 Forces
10/07	Project Based Class Discussion		
10/12	Project Based Class Discussion		
10/14	Project Based Class Discussion		Project Progress Check
10/19	Project Based Class Discussion		
10/21	Project Based Class Discussion		
10/26	Project Based Class Discussion		
10/28	Project Based Class Discussion		Project Progress Check
11/02	Project Based Class Discussion		
11/04	Project Based Class Discussion		
11/09	Project Based Class Discussion		
11/11	Project Based Class Discussion		Project Progress Check
11/16	Presentations		
11/18	Presentations		
11/23	Thanksgiving Holidays		