



You're mission, should you choose to accept it.... To solve organizational problems so they stay solved.

**MHR 412 (M:i-2022): Management Consulting
Spring 2022**



WISCONSIN

UNIVERSITY OF WISCONSIN-MADISON

Course Subject, Number and Title

MHR 412: Management Consulting

Credits

3 Credits

Canvas Course URL

<https://canvas.wisc.edu/courses/293971>

Course Designations and Attributes

General Education

Meeting Time and Location

MW 1:00-2:15 p.m.

2170 Grainger

Instructional Mode

Face-to-Face

Specify how Credit Hours are met by the Course

One hour (i.e., 50 minutes) of classroom or direct faculty/instructor instruction and a minimum of two hours of out of class student work each week over approximately 15 weeks, or an equivalent amount of engagement over a different number of weeks.

INSTRUCTORS AND TEACHING ASSISTANTS

Instructor Title and Name

Loren Kuzuhara, Teaching Professor

4114 Grainger Hall

Instructor Availability

M 10:00-12:00, TH 9:30-10:30

Instructor Email/Preferred Contact

E-mail: loren.kuzuhara@wisc.edu

Mobile: (608) 209-0099 (Feel free to text me anytime.)

OFFICIAL COURSE DESCRIPTION

Course Description

Offers an understanding of fundamental principles, methods, and tools used in management consulting and develop skills to diagnose the functioning of an organization, problem solving, and to design and implement interventions to enhance individual, group, and organizational effectiveness.

Requisites

Sophomore standing and M H R 300; not open to graduate students

LEARNING OUTCOMES

Course Learning Outcomes

1. To develop a strong understanding of fundamental principles, methods and tools used in management consulting.
2. To develop skill in the application of management consulting tools and methods to diagnose the functioning of an organization, to develop recommendations for solving problems, and to design and implement interventions to enhance individual, group, and organizational effectiveness.

REQUIRED TEXTBOOK, SOFTWARE & OTHER COURSE MATERIALS

Textbook: P. Block (2011). *Flawless Consulting* (3rd edition)

Harvard Business School Reading and Case Packet: <https://hbsp.harvard.edu/import/908855> (Price: \$21.00)

Copies of all other readings, cases, and handouts will be posted to the course website or provided to you at no charge. Readings will tend to focus on the fundamental elements of the consulting process such as diagnosing problems, working with clients, managing projects, designing interventions, etc. Cases will be used to provide a basis for applying management consulting principles, methods, and tools to enhance the functioning of a work unit or organization. Please be sure to read the assigned readings/cases each week.

GRADING

Course grades will be determined using the following breakdown:

Class Attendance and Participation	100 points
Midterm Exam	250 points
Consulting Application Project	
Project Charter Proposal	50 points
Final Project Team Presentation	250 points
Peer Evaluations	50 points
Client Evaluation of Consultant Effectiveness:	50 points
Final Exam	250 points
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Total:	1000 points

Students who end up on the borderline for a higher grade will be considered for a bump up to the next higher grade based primarily on the quality of class participation during the semester and the quality of their final consulting project and peer evaluations.

Course grades will be determined based on applying a standard scale and a curve. Students will receive the higher grade earned from these two systems.

Grading System #1: Standard Scale

Letter Grade	Total Points Earned in the Class	Percentage Earned
A	930-1000	93-100%
AB	900-929	90-92%
B	850-899	85-89%
BC	780-849	78-84%
C	700-779	70-77%
D	650-699	65-69%
F	0-649	<65%

Grading System #2: Curve

Letter Grade	Percentile Ranks
A	Top 30%
AB	Next 10%
B	Next 30%
BC	Next 10%
C	Next 10%
D	Bottom 5%
F	Bottom 5%

EXAMS, QUIZZES, PAPERS & OTHER MAJOR GRADED WORK

Many classes will focus on the application of course material through the analysis of case studies about real world organizations that encountered significant problems and how they might be analyzed and solved from a management consultant's perspective. Students will be required to put on their "management consulting hats" to analyze each case and to diagnose the problem and to determine the most appropriate intervention to solve the organizational and/or management problem(s) in the case. Some of these case studies will involve breaking the class into "consulting groups," conducting an analysis, and then presenting their results and recommendations to the rest of the class to stimulate discussion.

Management Consultant Speakers and “Live Case Studies”

Some management consultants may serve as speakers during class time so that students may obtain an "insider's perspective" of how consultants help organizations to solve specific problems and enhance their effectiveness. Other speakers may be general management practitioners who present problems that they are experiencing. Students will have the opportunity to use their consulting skills by asking questions to diagnose the situation and then to develop and present an action plan for addressing the problems that the managers are facing in their real world organizations.

Class Attendance and Participation

The active participation of each individual in the class is absolutely critical. **Students are expected to attend class every week and to come prepared to discuss any assigned readings/cases.**

Important: If a student absolutely must miss a class for a good reason (e.g., job interview, a university-sponsored event), he/she must e-mail the instructor at least 24 hours in advance and include documentation of the interview or event day and time (e.g., an e-mail confirmation from their interviewer or person in charge of the event). Missing class due to illness will require the submission of a doctor's note within 24 hours of the class missed.

Unexcused absences from class will result in a deduction to the student's attendance grade. This is worth 10% of each student's grade in the course. Students who are exceptional participants in class discussions and activities will be given special consideration in evaluating their final course grades at the end of the semester.

Important: Students should not schedule job interviews or meetings with their advisers, or clients for the consulting project in the class during class time.

Midterm Exam

This exam will consist of multiple-choice and essay questions with a strong focus on critical thinking and practical application. Review materials for this exam will be posted at least two weeks before the exam. This exam will be administered in-class. This exam will cover all lectures, class activities, and readings up until the last class before the exam.

Final Exam

This exam will consist of multiple-choice and essay questions with a strong focus on critical thinking and practical application. Review materials for this exam will be posted at least two weeks before the exam. This exam will be administered during the university scheduled time during final exams week. This exam will be cumulative.

Consulting Application Project (CAP)

The consulting project is the most important learning opportunity in this class. This project will require each student to work in teams assigned by the instructor as consultants with a client in a real world organization to do the following:

1. To use course material and tools to conduct a formal diagnosis of a management or organizational issue in a real world organization.
2. To identify the key problem(s) or need facing the organization
3. To make specific, action-oriented recommendations to management for solving the problem.
4. To create a formal video recorded presentation of the consulting project.

Consulting Application Project Presentations

Each team will be required to create a formal video-recorded presentation of their CAP. The presentation must use PowerPoint or Prezi slides. Each team will have a maximum of 15 minutes for their presentation. Dress for this presentation will be business casual.

Peer Evaluations

At the completion of the CAP, each team member will be required to evaluate the quantity and quality of the contributions of other team members. The form for completing this evaluation will be posted to the course website. The average score that each student receives (not including their self-evaluation) will count toward 50 points toward the course grade.

Client Evaluation of Consultant Effectiveness

At the end of the semester, students will need to ask their client to complete a client satisfaction survey. This survey must be completed and e-mailed to the course instructor by the end of the last week of classes. The form that should be used for this evaluation will be posted to the course website. This evaluation will be worth 50 points of each student's course grade.

M:I-2022 Best Team Consulting Project Award!!! (50 point bonus)

This award will be given to the best overall project in the class. It is designed to recognize the best overall project in terms of design, execution, and recommendations. It will be based on input from actual consulting professionals.

UW-Madison Policies for All Courses

STUDENTS' RULES, [RIGHTS & RESPONSIBILITIES](#)

During the global COVID-19 pandemic, we must prioritize our collective health and safety to keep ourselves, our campus, and our community safe. As a university community, we must work together to prevent the spread of the virus and to promote the collective health and welfare of our campus and surrounding community.

UW-MADISON [BADGER PLEDGE](#)

COVID-19: Masking Policy in Class

“We expect everyone on campus – students, faculty, staff, and visitors – to follow the reasonable and research-based measures we have in place to protect our community. Those who can wear a face covering but refuse to do so will be asked to leave the building. Any absence from class due to refusal to wear a mask will be treated by the instructor as an unexcused absence, with consequences as indicated on individual class syllabi. Students who repeatedly fail to comply will be referred to the Office of Student Conduct and Community Standards and may be subject to disciplinary action under [the non-academic misconduct policy](#). Students who have a medical condition or disability that affects their ability to wear a face-covering should [obtain an accommodation](#).

QUARANTINE OR ISOLATION DUE TO COVID-19

Student should continually monitor themselves for COVID-19 [symptoms](#) and get [tested](#) for the virus if they have symptoms or have been in close contact with someone with COVID-19. Student should reach out to instructors as soon as possible if they become ill or need to isolate or quarantine, in order to make alternate plans for how to proceed with the course. Students are strongly encouraged to communicate with their instructor concerning their illness and the anticipated extent of their absence from the course (either in-person or remote). The instructor will work with the student to provide alternative ways to complete the course work.

PRIVACY OF STUDENT RECORDS and the USAGE of AUDIO RECORDED LECTURES

See information about [privacy of student records and the usage of audio-recorded lectures](#).

Usage of Audio Recorded Lectures Statement

Lecture materials and recordings for [insert class name] are protected intellectual property at UW-Madison. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or have lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities. Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor's express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct.

Resources to Help Students to Be Successful in the Course

Provide information on how students can best succeed in the course. For instance, instructors might include suggestions about completing assignments or studying for exams. Instructors might also include resource links to other campus services such as:

- [University Health Services](#)
- [Undergraduate Academic Advising and Career Services](#)
- [Office of the Registrar](#)
- [Office of Student Financial Aid](#)
- [Dean of Students Office](#)

COURSE EVALUATIONS

Students will be provided with an opportunity to evaluate this course and your learning experience. Student participation is an integral component of this course, and your feedback is important to me. I strongly encourage you to participate in the course evaluation.

Digital Course Evaluation (AEFIS)

For instructors using the campus digital course evaluation survey tool, [AEFIS](#).

UW-Madison now uses an online course evaluation survey tool, [AEFIS](#). In most instances, you will receive an official email two weeks prior to the end of the semester when your course evaluation is available. You will receive a link to log into the course evaluation with your NetID where you can complete the evaluation and submit it, anonymously. Your participation is an integral component of this course, and your feedback is important to me. I strongly encourage you to participate in the course evaluation.

ACADEMIC CALENDAR & RELIGIOUS OBSERVANCES

- See: <https://secfac.wisc.edu/academic-calendar/#religious-observances>

ACADEMIC INTEGRITY STATEMENT

Instructors should discuss academic integrity with students early and often. For suggested ways to engage students in these discussions, see the *College of Letters and Science Remote Teaching Toolkit*.

By virtue of enrollment, each student agrees to uphold the high academic standards of the University of Wisconsin-Madison; academic misconduct is behavior that negatively impacts the integrity of the institution. Cheating, fabrication, plagiarism, unauthorized collaboration, and helping others commit these previously listed acts are examples of misconduct which may result in disciplinary action. Examples of disciplinary action include, but is not limited to, failure on the assignment/course, written reprimand, disciplinary probation, suspension, or expulsion.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES STATEMENT

The University of Wisconsin-Madison supports the right of all enrolled students to a full and equal educational opportunity. The Americans with Disabilities Act (ADA), Wisconsin State Statute (36.12), and UW-Madison policy (Faculty Document 1071) require that students with disabilities be reasonably accommodated in instruction and campus life. Reasonable accommodations for students with disabilities is a shared faculty and student responsibility. Students are expected to inform faculty [me] of their need for instructional accommodations by the end of the third week of the semester, or as soon as possible after a disability has been incurred or recognized. Faculty [I], will work either directly with the student [you] or in coordination with the McBurney Center to identify and provide reasonable instructional accommodations. Disability information, including instructional accommodations as part of a student's educational record, is confidential and protected under FERPA. (See: [McBurney Disability Resource Center](#))

DIVERSITY & INCLUSION STATEMENT

[Diversity](#) is a source of strength, creativity, and innovation for UW-Madison. We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals.

The University of Wisconsin-Madison fulfills its public mission by creating a welcoming and inclusive community for people from every background – people who as students, faculty, and staff serve Wisconsin and the world.

Course Schedule
MHR 412: Management Consulting
M:i-2022 (Spring 2022)

Note: This schedule is tentative and subject to change.

DATE	TOPIC(S)	READINGS AND ASSIGNMENTS	ACTIVITIES
W 1/26	<ul style="list-style-type: none"> Course Overview Introduction to Management Consulting 	<ul style="list-style-type: none"> Flawless Consulting: Chapter 1 	<ul style="list-style-type: none"> Ice Breaker Real World Management Consulting Case Study
M 1/31	<ul style="list-style-type: none"> The Management Consulting Process 	<ul style="list-style-type: none"> Flawless Consulting: Chapters 2, 3, 4, 5 Leading Change: Why Transformation Efforts Fail (Harvard Reading) 	<ul style="list-style-type: none"> Description of Consulting Application Project Review of Consulting Projects from Previous Semesters
W 2/2	<ul style="list-style-type: none"> The Management Consulting Process 	<ul style="list-style-type: none"> Flawless Consulting: Chapters 6, 7, 8, 9 Case Study: GE: Two Decade Transformation (Harvard Case) 	<ul style="list-style-type: none"> Team Case Analysis
M 2/7	<ul style="list-style-type: none"> Models of Management Consulting 	<ul style="list-style-type: none"> Reading: Fombrun and Nevins: Chapters 6, 7, 9, 10 Organizational Alignment: 7-S Framework (Harvard Reading) 	<ul style="list-style-type: none"> Model Development and Application Consulting Application Project Team Formation!!!
W 2/9	<ul style="list-style-type: none"> Models of Management Consulting 	<ul style="list-style-type: none"> Flawless Consulting: Chapters 10, 11, 12 Strategy Execution: Building a Balanced Scorecard (Harvard Reading) 	<ul style="list-style-type: none"> Model Development and Application CAP Team Check-In Meetings
M 2/14	<ul style="list-style-type: none"> Models of Management Consulting 	<ul style="list-style-type: none"> Flawless Consulting: Chapter 13 	<ul style="list-style-type: none"> Model Development and Application CAP Team Check-In Meetings
W 2/16	<ul style="list-style-type: none"> Consulting Process Application 	<ul style="list-style-type: none"> Tony Hsieh at Zappos: Structure, Culture and Radical Change (Harvard Case) 	<ul style="list-style-type: none"> Team Case Analysis CAP Team Check-In Meetings

DATE	TOPIC(S)	READINGS AND ASSIGNMENTS	ACTIVITIES
M 2/21	<ul style="list-style-type: none"> Data Collection Methods: Systematic Observation 		<ul style="list-style-type: none"> Observation Exercise CAP Team Check-In Meetings
W 2/23	<ul style="list-style-type: none"> Data Collection Methods: Survey Design and Administration 	<ul style="list-style-type: none"> Reading: Survey Design (Check Course Website) 	<ul style="list-style-type: none"> Survey Design Exercise CAP Team Check-In Meetings
M 2/28	<ul style="list-style-type: none"> Data Collection Methods: Survey Design and Administration 	<ul style="list-style-type: none"> Qualtrics Tutorial 	<ul style="list-style-type: none"> Survey Design Exercise CAP Team Check-In Meetings
W 3/2	<ul style="list-style-type: none"> Data Collection Methods: Interviews and Focus Groups 	<ul style="list-style-type: none"> TBA 	<ul style="list-style-type: none"> Structured Interviews Exercise CAP Team Check-In Meetings
SUN 3/6		<ul style="list-style-type: none"> CAP Team Charters Due 	
M 3/7	<ul style="list-style-type: none"> Data Collection Methods: Interviews and Focus Groups 	<ul style="list-style-type: none"> TBA 	<ul style="list-style-type: none"> Focus Group Exercise
W 3/9		Midterm Exam	<ul style="list-style-type: none"> CAP Team Charters Due by F 3/11, 11:59 p.m.
3/11-3/20		SPRING BREAK	
M 3/21	<ul style="list-style-type: none"> Data Analysis: Qualitative 	<ul style="list-style-type: none"> TBA 	<ul style="list-style-type: none"> Content Analysis Exercise
W 3/23	<ul style="list-style-type: none"> Data Analysis: Quantitative 	<ul style="list-style-type: none"> Excel Basics Tutorial 	<ul style="list-style-type: none"> Analyzing Data Sets

DATE	TOPIC(S)	READINGS AND ASSIGNMENTS	ACTIVITIES
M 3/28	<ul style="list-style-type: none"> Data Analysis: Quantitative 	<ul style="list-style-type: none"> TBA 	<ul style="list-style-type: none"> Analyzing Data Sets
W 3/30	<ul style="list-style-type: none"> Triangulation 	<ul style="list-style-type: none"> Reading: Triangulation (Jick) 	<ul style="list-style-type: none"> Case Study Analysis
M 4/4	<ul style="list-style-type: none"> Data Presentation and Client Feedback 	<ul style="list-style-type: none"> Block: Chapters 14, 15 	<ul style="list-style-type: none"> Consulting Presentation Exercise
W 4/6	<ul style="list-style-type: none"> Consulting Skill Practice 		<ul style="list-style-type: none"> Live Case Study #1 (Guest Client)
M 4/11	<ul style="list-style-type: none"> Organizational Interventions 	<ul style="list-style-type: none"> Block: Chapters 16, 17 	<ul style="list-style-type: none"> Exercise: Tree Diagrams Exercise: Accountability Documents
W 4/13	<ul style="list-style-type: none"> Organizational Interventions 	<ul style="list-style-type: none"> Training Program Design Process Design and Improvement 	<ul style="list-style-type: none"> Exercise: Training Programs Exercise: Process Design and Improvement
M 4/18	<ul style="list-style-type: none"> Consulting Skill Practice 		<ul style="list-style-type: none"> Live Case Study #2 (Guest Client)
W 4/20	<ul style="list-style-type: none"> Organizational Interventions Evaluating Interventions 	<ul style="list-style-type: none"> Team Effectiveness Martinneau and Preskill, Chapter 14 	<ul style="list-style-type: none"> Team Intervention Exercise
M 4/25	<ul style="list-style-type: none"> Consulting Skill Practice 		<ul style="list-style-type: none"> Live Case Study #3
W 4/27	<ul style="list-style-type: none"> Consulting Skill Practice 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Live Case Study #4

DATE	TOPIC(S)	READINGS AND ASSIGNMENTS	ACTIVITIES
SUN 5/1		<ul style="list-style-type: none"> • CAP Team Video Presentations Due 	
M 5/2	<ul style="list-style-type: none"> • Consulting Skill Practice 		<ul style="list-style-type: none"> • Live Case Study #5
W 5/4	<ul style="list-style-type: none"> • Class Summary and Integration 		<ul style="list-style-type: none"> • Peer Evaluations Due (F 5/6, 11:59 p.m.) • Client Evaluation Due (M 5/9, 11:59 p.m.)
5/10	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • FINAL EXAM (7:25-9:25 p.m., Room TBA) 	<ul style="list-style-type: none"> •