

MGT 579: Business Consulting Lab

School of Business Studies, IBA Karachi

Program	MS Management
Semester	Fall 2024
Instructor	Dr. Rameez Khalid
Office Location	Room # G3, Ground floor, Aman CED, Main Campus
Counselling Hours	Saturday, 1:00 p.m. to 2:00 p.m. and 5:00 p.m. to 6:00 p.m.

Class details	
Class Timing & Room	10am-1pm, Room#: MCC-15
Session Days	Saturday
Credit Hours:	3 Credit Hours
Email	rameezkhalid@iba.edu.pk
Contact #	021 38104701 Extension: 2640
Course TA	Details will be shared in next week

Course Description
<p>This advanced course on developing consultancies explores the prevalent and future consulting requirements of the industry along with the sectoral idiosyncrasies. The objective of the course is to position the student for a consulting career as a Mid-Level Consultant /Partner.</p> <p>This course majorly banks on the exercises, cases, simulations, and examples that circulate around the instructor's consulting experience with the local and global clients. It explores the six following facets:</p> <ol style="list-style-type: none"> 1. Skill to Analyze Industrial Sectors 2. Problem Solving & Conceptual Skill 3. Impactful Negotiation Skill 4. Building Domain Expertise 5. Project Management Skill 6. Becoming a Change Agent <p>In this course, the students will work on real company's consulting project and will get the opportunity to employ various consulting principles, models, tools, and frameworks. Throughout the semester, students will play the role of Junior Partners, while the Instructor (and assigned Mentors) will be Senior Partner(s). The course contents and projects will shape the students competencies for navigating client's and company's businesses towards aggressive growth and continued success. This course is relevant to those who wants to start a consulting career or are expecting to go into line management supported by consultants or aspire to become internal consultants.</p>

MS Management Program Learning Competencies

1. Advanced Knowledge of Management Disciplines

Students will have in depth knowledge of areas within the management field

2. Ethical Awareness

Students will develop awareness of ethical issues in management field and research

3. Critical Analysis Skills

Students will demonstrate critical thinking skills

4. Ability to Plan and Execute Research

Students will engage with and contribute to knowledge frontier in management field

Course Learning Outcomes (CLOs)

After completing this course, the students will be able to:

1. Explain the scope of a consulting assignment in driving competitive advantage for the client taking the role of a professional consultant (PLC1&3)
2. Employ renowned approaches selected from a consulting toolbox as prevalent in the Consulting Industry to deliver an actual client engagement within agreed constraints (PLC3)
3. Analyze the collected clients' data comprehensively from multiple dimensions (PLC3)
4. Building hypothesis and conclusions backed by evidence and justifications (PLC3)
5. Persuade the client empathically towards a robust integrated solution, and/or recommendations based on world class best practices (PLC1&3)

Skills/Abilities

The course will inculcate skills on team working, critical thinking, analyzing, problem solving, and decision making.

AOL Assessment Mapping

PLC mapped: The course is an elective and not included for assessing a particular MS Management program learning competency.

Assessment Tool: Not applicable.

Teaching and Learning Methodology

1. Students are required to read the topic prior to the lecture. During lecture, we will discuss the topic and solve selected examples or questions.
2. Cases, in-class and home assignments based on real data will be used as a companion to the lectures.
3. Additional course materials (readings, articles, cases, questions, etc.) and important announcements will be posted on the LMS.
4. All given assignments (home and class) must be submitted hand-written (not typed). Scanned copy or a picture of each worked page with student's name on top of the page is to be submitted on LMS. The assignments submitted on email/dropbox or any other mode will not be accepted.
5. We may have the guest speaker sessions and/or group presentations on selected topics.
6. In-class exercises (on MS excel) might be done on selected topics.

Course Learning Outcomes mapped to Program Learning Competencies				
Program Learning Competencies	Knowledge of Discipline	Ethical Awareness	Critical Skills	Research Skills
Course Learning Outcomes				
1	X		X	
2			X	
3			X	X
4			X	
5	X		X	

Session	Readings [Book]-Chapter#	CLO Mapping	Session Topic	Assessment's Due Date
1	[B]-1-4,9; [S]-1,2; [P]-1-2;	CLO-1	<p>Consultant 101</p> <ul style="list-style-type: none"> Introduction to the Profession: <i>What will you learn from this course?</i> <i>What do Consultants do? Their Types?</i> <i>Consulting as a Career: Highs & Lows</i> <i>The 'Truly Professional' Consultant</i> <i>Changing Global Consulting Industry</i> <i>Consulting Fundamentals: Tools & Tips</i> <p>Week Walk</p> <ul style="list-style-type: none"> Milestone: <i>Institute of Management Consultants</i> (a) <i>Extract details about CMC certification, and Code of Conduct & Ethics</i> (b) <i>Management Consulting Connection: Read one article/blog of your choice and share your thoughts</i> 	-
2	[B]-5-8; [S]-3; [P]-4-9,14; [C] A.T. Kearney Inc.: The Push to become a Management Consulting Titan – HBR Case (2020, 11p)	CLO-1 CLO-2	<p>Consulting Process – Phase-I</p> <ul style="list-style-type: none"> Entry & Contracting in the Profession: <i>Types of Consulting Engagements</i> <ul style="list-style-type: none"> <i>Strategy, Marketing, OM, HR, Financial, Transformation & IT Management Consulting</i> <i>Landing on Your First Contract</i> <i>Effective Proposal Writing</i> <i>Proposal to Signing Out – Life Cycle</i> Introduction to Client Projects <p>Week Walk</p> <ul style="list-style-type: none"> Milestone: (a) <i>Develop your Consulting Team and register for a proposed Client Project with the CR/TA</i> (b) <i>Acquire details of "Ghost Deck" and prepare initial slides</i> (c) <i>International Consultancy: Watch Webinar and Share your thoughts</i> 	-

3	[B]-13-15; [S]-5,6;	CLO-2	<u>Consulting Process – Phase-II</u> <ul style="list-style-type: none"> Discovery & Dialogue in the Profession: <i>Diagnosis & Gap Analysis Toolbox</i> <i>Framing the Problem & Scoping</i> <i>Data Collection & Cleansing Techniques</i> <i>On-site Interaction</i> Case Interview # 1 	Assignment-1 Due
		CLO-3	<u>Week Walk</u> <ul style="list-style-type: none"> Milestone: <ul style="list-style-type: none"> (a) Install GapX App on Android (b) Run at least one Gap Analysis tool from GapX and share your experience 	
4	Guest from Consulting Industry	CLO-3	<u>Industrial Sector Analysis</u> <ul style="list-style-type: none"> How are Industrial Sectors Analyzed? Develop Ghost Deck's Dashboard Slide Develop a Preliminary Proposal /SoW Prepare for Client Meeting in Next Week 	-
5	[B]-16-18; [S]-4,7; Developing Professionals: The BCG Way – HBR Case (2006, 28p)	CLO-3	<u>Consulting Process – Phase-III</u> <ul style="list-style-type: none"> Analysis & Decision to Act: <i>Hunting for Alternatives</i> <i>Hypothesis-based Consulting</i> <i>So, what is a 'Good Analysis' afterall?</i> <i>Preparing Project Plans</i> <i>Preparing Project Costing</i> Presenting Client Proposal: Tips 	-
		CLO-4	<u>Week Walk</u> <ul style="list-style-type: none"> Milestone: <ul style="list-style-type: none"> Prepare Zero Draft of "Ghost Deck & Client Proposal" or Storytelling or Storyboarding (Head, Heart and Hand of Consulting) 	
6	[B]-20; [S]-8; Michael Lester at Lachlan Consulting – HBR Case (2011, 2p): Role Play Game	CLO-2	<u>Consulting Process – Phase-IV</u> <ul style="list-style-type: none"> Engagement: <i>Project Management</i> <i>Presetting & Communicating with Clients</i> <i>Stakeholder Engagement Strategy</i> <i>Ongoing Client Contact & Service</i> Prepare a Stakeholder Engagement Strategy for your Client Project 	Ghost Deck.& Proposal Due
		CLO-1	<u>Week Walk</u> <ul style="list-style-type: none"> Milestone: <ul style="list-style-type: none"> Chartered Management Consultant, CMI, UK (a) Identify Eligibility Criteria (b) Extract details about ChMC Competency Framework and Share 	
7	GP-I: GHOST DECK & PROPOSAL PRESENTATION TO SENIOR PARTNER(S)			Venue: TBA
MID TERM EXAM: CASE-BASED				
8	[B]-19;	CLO-2	<u>Consulting Process – Phase-V</u>	-

	[P]-10,11; Eden McCallum: Consulting Redefined – HBR Case (2016, 16p)		<ul style="list-style-type: none"> Implementation: <i>Project Execution</i> <i>Selecting & Implementing Recommendations</i> <i>Team Formation, Effectiveness & Issues</i> <i>Project Monitoring & Controlling</i> <i>Why Good Clients Turn Bad?</i> Consulting for different Sectors 	
		CLO-1 CLO-2	<u>Week Walk</u> <ul style="list-style-type: none"> Milestone: <u><i>There is no Work to Balance</i></u> (a) <i>Read the Article & Research</i> (b) <i>Share your views on various Disruptions and their impact on Consulting Industry</i> 	
9	[B]-21; [S]-9,10; Guest from Consulting Industry	CLO-4	<u>Consulting Process – Phase VI</u> <ul style="list-style-type: none"> Extension, Recycle /Termination: <i>Time to Withdraw</i> <i>Final Reporting Do's & Don'ts</i> <i>Evaluation for Lessons Learned</i> Prepare for Client Meeting in Next Week 	-
10	[B]- 10-11; [S]-11; When Clients & Consultants Clash – HBR Case (1997, 14p)	CLO-5 CLO-1	<u>Change Management</u> <ul style="list-style-type: none"> Dealing with Resistance: <i>Tough Crowd & Leadership</i> <i>Institutionalizing Change</i> <i>Is relationship still important?</i> <i>How to Negotiate for Change?</i> Case Interview # 2 <u>Week Walk</u> <ul style="list-style-type: none"> Milestone: <u><i>What Future Consultant must know?</i></u> (a) <i>Read the article and do research.</i> (b) <i>Share your thoughts on the Future of Consulting</i> 	Assignment-2 Due
11	[B]-Appendix: Checklists Simulation Game	CLO-4 CLO-5	<u>Prepare for the Board</u> <ul style="list-style-type: none"> Develop Final Report & Presentation: <i>Elements of the Report</i> <i>Write according to Audience</i> <i>Presenting to the Board "Answer First"</i> <i>Good & Bad Data Visualization</i> Project Status Discussion: <i>Managing RAID</i> 	
12	[Block 2 nd ed.] - 18-19; [P]-3,16; [C2] Innovation at BCG – HBR Case (2014, 15p)	CLO-1 CLO-5	<u>Creating Value for Everyone</u> <ul style="list-style-type: none"> You, Your Consulting Firm & Client: <i>Growth Strategies for Consulting Firms</i> <i>Marketing Consulting Services</i> <i>Staying on Top of Your Game</i> <i>Understanding Executive Presence</i> <i>Building Network of Referral Sources</i> <i>Will Consulting Go Online?</i> <u>Week Walk</u> <ul style="list-style-type: none"> Milestone: 	

	Handout: Resourceful Consulting – Chapter3 “Presence”		<p><i>Finalize work with Client</i></p> <ul style="list-style-type: none"> Building a successful consultancy in the digital age <i>Watch the webinar and share your thoughts</i> 	
13	[S]-2; Deloitte & Touché Consulting Group - HBR Case (1996, 12p) Guest Speaker	CLO-2 CLO-4	<p>Perspectives to Consider</p> <ul style="list-style-type: none"> Legal & Ethical Issues in Consulting: <i>NDA's, Contracts & Agency Theory</i> <i>Client Privilege Issues</i> <i>Professional Ethics</i> <i>Rights of the Consultants</i> From the Eyes of the Client: <i>Consultant Selection</i> <i>Performance Evaluation</i> 	Final Report & Presentation Due
		CLO-1	<p>Week Walk</p> <ul style="list-style-type: none"> Milestone: Management Consultants: Are they worth it? <i>(a) Complete this reading with Videos</i> <i>(b) Share what you found surprising</i> 	
14	GP-II: BOARD PRESENTATION IN FRONT OF CLIENT (with Final Report) Students will also conduct a Peer-Review			Venue: TBA

Assignments & Group Project Details
<p>Assignments:</p> <ul style="list-style-type: none"> Both assignments will be based on Case Studies that presents a situation where a client is facing a serious business problem. Students, in group, are required to analyze the situation, and break the business problem(s) into its core components. Then suggest workable solutions along with a list of resources required and possible challenges to handle. Each group member will handle a designated area of the assignment, for which an individualized Case Interview will happen at the conclusion of the assignment. The rubric used to assess assignments has the following criteria: Comprehensiveness, Process, Organization, Recommendation, Support, Writeup, and Case Interview. <p>Group Project – I:</p> <ul style="list-style-type: none"> Develop a Ghost Deck & Proposal – a slide pack that presents a detailed analysis of the industrial sector your client company belongs to. The highlight of this deck is the “Dashboard Slide” with at least 18 KPI Cards. It will accompany the 5-8 pages formal Proposal for the Client, having: Overview, Objective, Scope, Methodologies, and Deliverables. This will be developed under supervision of the Senior Partner. <p>Group Project – II:</p> <ul style="list-style-type: none"> Develop a Final Project Report with Presentation ready to be presented to the Client’s Board of Directors. This will be presented to the Client. This report documents the problem, possible solutions with benchmarks, and recommendations divided into emergent, medium-term and long-term categories. It may include a roadmap and a playbook, if appropriate.

- It may include on the span of max. 30 pages: Executive Summary, Mission & Vision, Situation Analysis, Objective & Scope Parameters, Methods & Process, Analyses & Findings, Recommendations, Execution, Financial Impact, and Deliverables.
- This will be developed under supervision of the Senior Partner.

Text Book and Pre-Course Reading Material, Important Dates.

Recommended Text(s):

1. Block, Peter. *Flawless Consulting: A Guide to Get Your Expertise Used*. John Wiley & Sons, 4th ed., 2023. [B]
2. Stroh, Linda K., and Homer H. Johnson. *The Basic Principles of Effective Consulting*. Psychology Press, 2nd ed., 2019. [S]

Reference Text(s):

3. Patrick, Marc. *Case in Point: Complete Case Interview Preparation*. Burgee Press, 11th ed., 2020. [M]
4. Maister, David H., Robert Galford, and Charles Green. *The Trusted Advisor*. Free Press, 2021. [M2]
5. Rackham, Neil. *SPIN®-Selling*. Routledge, 2020. [R]
6. Poulfelt, Flemming, and Thomas H. Olson, eds. *Management Consulting Today and Tomorrow: Perspectives and Advice from Leading Experts*. Routledge, 2nd ed., 2018. [P]
7. Block, Peter, and Andrea Markowitz. *The flawless consulting fieldbook and companion: A guide to understanding your expertise*. John Wiley & Sons, 2001. [B2]
8. Baaji, Marc G. *An introduction to Management Consultancy*. Sage Pub., 2nd ed., 2022 [B3]
9. Rasiel, Ethan M. *The McKinsey Way*. New York: McGraw-Hill, 1999.

Research Papers:

10. Cerruti, Corrado, Ernesto Tavoletti, and Cecilia Grieco. "Management consulting: a review of fifty years of scholarly research." *Management Research Review* 42, no. 8 (2019): 902-925. [C]
11. Tavoletti, Ernesto, Niloofar Kazemargi, Corrado Cerruti, Cecilia Grieco, and Andrea Appolloni. "Business model innovation and digital transformation in global management consulting firms." *European Journal of Innovation Management* 25, no. 6 (2022): 612-636. [C2]

Prerequisite Skills and Knowledge to take this Course

There are no pre-requisites for this course. Senior semester students and/or having professional working experience in any organization will be an advantage.

Assignments and Quizzes: DEADLINES AND DUE DATES:

Assessment	Due Date	Remarks
Home Assignments	As given	Home assignments will be given regularly.

Class Exercises	Ongoing (end of session/ as announced in class)	Practice questions/spreadsheet assignments will be given in some sessions, and sometimes complementary to case studies.
GP-I: Ghost Deck & Proposal	Session before Mid Exam	Group Project on the assigned Company's Problem
Quizzes	Ongoing	The unannounced quizzes may be in advance or from the previous topic. There will be a perfect zero if you miss the quiz.
Mid Paper & Final GP-II: Board Presentation	Exam Weeks	Exams will be conducted by examination department as per IBA policy. However, a GP-II: Board Presentation will replace Final Exam.
This course follows absolute grading.		

Marks Distribution				
Marks Head	Total Frequency	Total Exempted	Marks /Frequency	Total Marks /Head
Assignments	2	0	10	20
Group Project-I: Ghost Deck & Proposal	1	0	10	10
Quizzes	2	0	2.5	5
Class Participation	1	0	15	15
Mid Term Exam	1	0	20	20
Group Project-II: Board Presentation	1	0	30	30
Total Marks				100

Comments and/or Suggestions
<ul style="list-style-type: none"> • Active class participation will be rewarded by adjusting the grade upwards when it is on the margin. • Attendance will be tracked and will also be part of the class participation. Final exams of only the individuals completing 75% attendance will be checked. Others will get '0' marks. • Since the clients are real companies, all students are expected to demonstrate professional behavior involving formal dress code, arriving 5 minutes before the designated time of meetings and formal communication with the client. • We will have a number of Guests visiting our class. I encourage you to take the initiative and actively ask questions of them, rather than being a passive audience member. They enjoy it! • Since subsequent topics build on previously learned material, it is imperative that students keep up with the material. In addition, you should ensure that lectures are understood properly.

- A student who misses a class is responsible for obtaining any handouts and information on course content, assignments, due dates, test dates, etc.
- 4 hours of work per week will be required for the consulting assignment for a client.
- Unethical behavior (cheating, plagiarism, proxy attendance) will be strictly penalized.

Technology & Innovation
<ul style="list-style-type: none"> • All course materials will be posted on LMS and grades will be posted on ERP. Students are responsible to stay updated on these platforms. For discussions and course related queries, please join the course fb group. • Students should bring the laptop for the particular sessions (this will be announced in prior session or on course page).

Experiential Learning Exposure(s)
There will be guest speaker sessions on selected topics. A simulation will also be played on a relevant topic. Students will do project/ assignment on companies' real data as part of the course.

Social Contribution / Impact
The course will emphasize on the concept of business sustainability. In the topics like feasibility analysis, and sustainability consulting, the discussion will include tools for achieving trade-offs for maximizing returns while not imposing burden on the environment /planet and not damaging the well-being of the society.

Academic Conduct
IBA policy

Attendance Policy
IBA policy

Plagiarism Policy
IBA policy

Withdrawal Policy
IBA policy

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