Professor: Mary Ann Wisniewski, Ph.D.
Phone: 262-524-7164
Email: mwisniew@carrollu.edu
Office: BAE House, room 203
Office Hours: Mondays noon-4:00

Course Description
This course intends to integrate the students' academic experiences and provide them with a "hands on" comprehensive approach to the practice of management. The use of managerial behaviors, human resource management, organization development, marketing, finance, and other concepts learned are used and applied within the context of an actual complex business organization. Practical consulting techniques are emphasized as a means of integrating academic knowledge with practical skills. Students engage in general education skills through informational research, written work and oral presentation. Students are exposed to the ethics of consulting relationships with businesses.

Course Pre-requisite: BUS302
Student Learning Outcomes

This course will increase the student’s knowledge and capacity to utilize skills and knowledge from other course work into the complex issues in the work environment. Students will engage in a consulting experience with an actual organization with the intent of giving the student day-to-day, hands-on experience and at the same time affording local businesses or Not-for-profit organizations the benefits of consulting advice they may otherwise be unable to utilize.

Specific goals are to:

1. apply problem solving skills to specific organizational problems
2. develop professional levels of oral and written communication
3. understand the ethical responsibilities of consultants
4. transfer cognitive and conceptual knowledge to a practical situation
5. further hone team building and team approaches to the work environment
6. apply planning, organizing leading, controlling, directing skills to an autonomous work group situation
7. create in students the need to ‘know’ and allow them to utilize appropriate resources to seek answers
8. utilize skills needed to bring together cross-functional individuals.

Specific objectives are to:

1. Engage student teams of two to four in active consulting activities with a specific organization.
2. Utilize specific research resources to solve a given organization’s problem.
3. Become more competent with work plans, proposals and final report writing, and making recommendations.
4. Formulate practical objectives, develop workable plans, and translate them into a final written report and oral presentation containing research analysis, findings, decisions, and recommendations.
5. Provide management consulting experience to students.

Core Competencies: Students will show improvement in each of the following areas:

1. Reading, writing and oral communication.
2. Working on teams, teaching others, leading, negotiating and working with people from diverse backgrounds.
3. Acquiring, evaluating, and organizing data and making recommendations based on analysis of data,
4. Thinking analytically, critically, and creatively, making decisions and solving problems.
5. Increasing self-esteem, self-responsibility and helping others to accomplish goals.

Text

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<thead>
<tr>
<th>Class Dates</th>
<th>Topics</th>
<th>Assignments</th>
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| January 24  | Introduction to course syllabus, forming teams, project log format and distribution of projects | Read: Entire Course Manual found in Course Documents  
Preparation for Client Meeting  
Schedule first meeting with client by 2/7 at 5 pm |
| January 31  | Consulting: The Wider Context and Consulting Process  
Managing the Project | Read: Chapters 2, 11  
Initial Questions for Client  
Due 9 am on 2/1  
Team Charter (p. 49 of Manual) and Rules and Regulation Form (p. 50 of Manual)  
Due 9 am on 2/1  
Schedule first meeting with client by 2/7 at 5 pm  
Begin Development of Research Proposal |
| February 7  | Work on Client Proposal |  |
| February 14 | The Nature of Management Consulting and How It Adds Value  
The Skills of the Consultant and the Project Proposal  
Defining the Destination, Developing a Strategy and Understanding Change | Read: Chapters 1, 3, 5  
Proposal to Prof. Wisniewski  
Due 9 am on Tuesday, 2/15  
Proposal Due to Client by Thursday, 2/17, 5 pm |
| February 21 | Working with Clients and Teams: The ‘Soft’ Skills  
Working with the Client | Read: Chapters 7, 8  
Work on Client Project |
| February 28 | Evaluating Client Capabilities and Business Opportunities  
Creative Approaches for Developing Solutions | Read: Chapters 6, 9  
Oral Presentations on Progress  
Progress Report #1  
Due to Prof. Wisniewski by Wednesday, 3/1, 9 am  
Due to Client by Thursday, 3/2, 5 pm |
| March 7     | Decision-making in the client context  
Communication Skills and Presenting Your Ideas | Read: Chapters 10, 12  
Work on Client Project |
| March 21    | Work on Client Project |

Progress Report #2  
Due to Prof. Wisniewski by Wednesday, 3/22, 9 am  
Due to Client by Thursday, 3/23, 5 pm
| March 28 | Learning from Success | Read:  
Chapter 13  
Work on Client Project |
| --- | --- | --- |
| April 4 | Consulting as a Career | Read:  
Chapter 14  
Work on Client Project  
Progress Report #3  
Due to Prof. Wisniewski by Wednesday, 4/5, 9 am  
Due to Client by Thursday, 4/6, 5 pm |
| April 11 |  | Continue Research/Writing the Final Report for Client |
| April 18 | Exam | Chapters 1-14 |
| April 25 |  | Final Written Report  
Due to Prof. Wisniewski by Wednesday, 4/26, 9 am |
| May 2 | Final Exam Week | Final Oral Presentation to Professor and Class |
|  | Final Exam Week | Presentation to Clients |

**Grading**

Students may earn the following point distributions (per individual)

- CLIENT QUESTIONS: Up to 200
- TEAM CHARTER, RULES & REGULATIONS: Up to 200
- PROPOSAL: Up to 800
- PROGRESS REPORT #1: Up to 400
- PROGRESS REPORT #2: Up to 400
- PROGRESS REPORT #3: Up to 400
- EXAM: Up to 1000
- FINAL PRESENTATION: Up to 600
- FINAL REPORT: Up to 3000
The points required for letter grades are indicated below:

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<thead>
<tr>
<th>FINAL GRADE</th>
<th>TOTAL POINTS REQUIRED (Per individual)</th>
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<tbody>
<tr>
<td>A</td>
<td>6,500 (or above)</td>
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<tr>
<td>A/B</td>
<td>6,195 (to 6,499)</td>
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<tr>
<td>B</td>
<td>5,740 (to 6,194)</td>
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<tr>
<td>B/C</td>
<td>5,460 (to 5,739)</td>
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<tr>
<td>C</td>
<td>4,900 (to 5,459)</td>
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<tr>
<td>D</td>
<td>4,200 (to 4,899)</td>
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<tr>
<td>F</td>
<td>4,199 or less</td>
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General Comments

Team Work:
In today's business career, most people will face the need to be involved in autonomous work groups and/or total quality management teams; therefore, the nature of the course involves team action, team cooperation, team decision-making and problem solving. Individuals will be expected to work within teams to complete the assigned client problem. No individual consulting will be permitted.

Course Schedule
Since planning, operation, work design, scheduling are all part of the operational activities, the schedule is extremely tentative; however, all course work, including the final report and presentation must be completed prior to the end of final week.

Class Attendance and Participation
This is a highly interactive class based on the premise that learning takes place through interactions not only with the instructor, but also with other students. Students are expected to prepare for class, attend every class, participate fully in class learning activities, and to arrive on time and ready to learn.

Use of Electronic Devices: Cell phones should be set to “silent” during class. No texting in class. Other devices such as iPods, iPads, computers, etc., may NOT be used during class, unless specifically indicated by the instructor. As the instructor, I reserve the right to ask students to leave who are using phones or technology, and if asked to leave the class, it will be recorded as an unexcused absence.

Attendance will be taken at the beginning of each class session. Students may incur ONE absence (whether excused or unexcused) without penalty. Absences beyond this will result in a decrease of one letter grade per absence. Students who are more than 10 minutes late for class will be considered absent unless the instructor has prior knowledge.

Late Assignments
Assignments submitted any time after the due date/time will receive 0 POINTS. There will be no “re-do” of assignments, or extra credit to make up for lost points. Once an assignment has been submitted and feedback has been provided by the instructor, students will not be able to “re-do” assignments or add elements, even if it is still before the due date/time. However, it is expected that changes suggested by the instructor/classmates will be made to the proposals/final document prior to submission to the client.

Policy Statements
Statement on Academic Integrity
The Carroll University Academic Integrity Policy is located in your student handbook (https://my.carrollu.edu/ICS/Departments/Student_Affairs). I encourage you to familiarize yourself with it. If a student violates this policy in any way, I reserve the right to impose a sanction of failure on the assignment/assessment or failure in the course. If you have questions about appropriate citations, please ask.

Accommodation for Disability
Students with documented disabilities who may need accommodations, or any student considering obtaining documentation should make an appointment with Ms. Martha Bledsoe, Director of Services for Students with Disabilities, no later than the first week of class. She can be reached by calling 262-524-7335 or contacting her via email at mbledsoe@carrollu.edu.

Modifications to the Syllabus
The instructor and the University reserve the right to modify, amend, or change the syllabus (course requirements, grading policy, etc.) as the curriculum and/or program require(s).
Statement on Plagiarism/Dishonesty

Plagiarism means using someone else’s material or written work without acknowledgement. To avoid plagiarizing, students must be careful when quoting and/or citing from source materials, paraphrasing from other’s work, or submitting work prepared in whole or part by someone else without properly crediting the author(s). Any student engaging in dishonest acts during class or on exams or plagiarizing will be asked to leave and will get a zero for the project involved on the first offense. Second offenders will automatically receive a “fail” for the course.