

MGTO 70200
Organizational Consulting
Module 2, Fall 2019
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Welcome to Organizational Consulting!

This course is intended to meet the needs of MBA students who are considering careers as business consultants or who have an interest in knowing about consulting, perhaps as future consumers of consulting services. It will lead you to an understanding of how consultants add value to the clients they serve and provide you with some of the foundational skills required to contribute on client engagements. This will be accomplished through a combination of case studies, relevant reading assignments, real-world examples, and some guest instructors / contributors. The course is organized around the following major themes:

1. The industry, the job, and the competencies of consulting
2. Analysis of problems, synthesis of strategy & tactics, and execution / implementation.
3. The challenges associated with changing a client organization, the governance of the process, and realization of benefits.
4. Innovation as it pertains to business models, lines of business, processes, and technology.

By the time you have finished this course, you should:

- Understand the consulting industry and some of the players involved
- Know how consultants capture value for their clients
- Know the key elements of, and how to compose a consulting proposal
- Understand what it takes to complete successful implementation of changes in strategy, processes, technology and structures

- Be able to identify possible innovations and/or threats from external innovation and formulate an appropriate course of action

Library Reserves:

A number of class materials will be available in the Library Reserves tab on Sakai:

- “Product to Platforms: Making the Leap,” by Feng Zhu & Nathan Furr — [Case Assignment #1](#)
- Machine Platform Crowd: Harnessing Our Digital Future, by Andrew McAfee & Erik Brynjolfsson. Chapter 7, pp. 151-176. — [Optional / supplementary material in support of Case Assignment 1](#)
- “Right Tech, Wrong Time,” by Ron Adner & Rahul Kapoor. Harvard Business Review, November 2016 — [Reading Assignment #2](#)
- “What is Organizational Capacity for Change,” by William Q. Judge. Chapter 2 (pp. 11-20) in: Building Organizational Capacity for Change — [Reading Assignment #3](#)
- “Mixing and Matching,” by Guru Madhavan. Chapter 1 (pp. 15-35) in: Applied Minds: How Engineers Think — [Reading Assignment #3](#)
- “The Business Model Canvas,” by Alexander Osterwalder & Yves Pigneur. In Business Model Generation, Chapter 1, pp. 12-51 — [Reading Assignment #4](#)
- “Removing Roadblocks to Innovation: When Theory Meets Practice,” by Steve Blank, September 19, 2017 — [Reading Assignment #4](#)
- “How Companies Strangle Innovation - and How You Can Get It Right,” by Steve Blank, September 14, 2017 — [Reading Assignment #4](#)

- “Blue Ocean Strategy,” by W. Chan Kim & Renee Mauborgne. The Harvard Business Review, October 2004 — [Reading Assignment #4](#)
- “The Industrialist’s Dilemma,” by Aaron Levie & Robert Siegel. TECH Crunch, January 10, 2016 — [Optional / supplemental material in support of Reading Assignment #4](#)
- The Innovator’s Dilemma, by Clayton M. Christensen. — [Optional material](#)
- Predicting the Turn: The High Stakes Game of Business Between Startups and Blue Chips, by Dave Knox. — [Optional material](#)

Resources:

Class presentation materials (.pdf files) will be made available to students shortly before each class session in the Resources tab on Sakai. The American Modern case study and related materials will also be available under the Resources tab. These materials include:

- American Modern: Business Transformation Case Study (AMIG Case Study.pdf) — [Case Assignment #3](#)
- American Modern: AMIG 2015 Year End Financial Summary (AMIG 2015 YE Summary.pdf) — [Supplemental document for Case Assignment #3](#)
- American Modern: Business Transformation update presentation from Nov. ’15 (BT Update 11-2015.pdf) — [Supplemental document for Case Assignment #3](#)

Harvard Business Press Course Pack:

In addition to class resource materials available via Sakai, some required reading and case assignments will be available via a Harvard Business Press Course Pack: <https://hbsp.harvard.edu/import/664901>. The specific materials available in the course pack are:

- “Consulting on the Cusp of Disruption,” by Clayton M. Christensen; Dina Wang; Derek van Bever — [Reading Assignment #1](#)
- “Robo-Advisors are Coming to Consulting and Corporate Strategy”, by Thomas Davenport; Barry Libert; Megan Beck — [Reading Assignment #1](#)
- “Building a Capable Organization: The Eight Levers of Strategy Implementation,” by William F. Crittenden; Victoria L. Crittenden — [Case Assignment #1](#)
- “The Manager’s Guide to IT Innovation Waves,” by Burton Swanson, MIT Sloan Management Review, Winter 2012 — [Reading Assignment #2](#)
- “Harley-Davidson Motor Co.: Enterprise Software Selection,” by Robert D. Austin, Deborah Sole, & Mark Cotteleer — [Case Assignment #2](#)

Honor Code:

The MBA honor code applies to all aspects of this course. Most importantly, unless otherwise stated, all work submitted should be the work of the student or the student’s team. All students are expected to take on meaningful contributory roles on all team assignments. Whenever facts, data, or specific written content from a source are cited or

substantially copied in an assignment, the source must be identified in a footnote. Failure to do so is plagiarism.

Sakai:

Sakai will be used in this course to:

- Distribute resources that are not HBP course pack materials — this includes providing links to items held in the Library Reserves
- Submit all assignments electronically and provide feedback. Please submit assignments as documents in a **PDF** file format.
- Post grades using the grade book

Assignments:

Assignments will be introduced and explained during class. Class presentations will include instructions. We will generally have some Q&A on assignment expectations during class, so if you miss the class, you may miss some explanatory details. The assignments are:

- Three case-based team assignments (teams will be assigned and, to the extent possible, will remain the same for the duration of the course)
- Four individual reading assignments with associated deliverables
- The reading and case deliverables are to be submitted via Sakai **before the start of class** on the due date
- A final individual written assignment which will be provided on the final day of class in lieu of a final exam. The final assignment is due by noon on December 11th.
- All assignments must be submitted via Sakai

Grading:

- The three case study assignments are each worth a maximum of 100 points
- Teams will be requested to present their case results during class. Presentations will be evaluated based on: professionalism, preparedness, cogency of message, creativity, and ability to think on your feet. Each team will present at least one case, maybe more if time permits.
- Team members will all get the same number of points for each case assignment. It is incumbent on each team to get appropriate participation from all team members. Lack of participation that is brought to my attention will be dealt with on a case by case basis, but this should be a rare circumstance.
- Each reading assignment is worth 25 points for a possible total of 100 points over the four reading assignments
- Reading assignment deliverables will be graded on a high, medium, and low scale meaning high receives all 25 points, medium receives 20, and low receives 15.
- The final, ***individual*** case assignment is worth 200 points
- Class contribution is expected from all individuals. I want to see spirited, professional debate, and relevant examples from your own experience.

Regular class attendance is encouraged and expected. Two non-illness related absences will be accommodated (including recruiting activities), but please let me know in advance.

Per the policy of the MBA program, the average grade for the course is expected to fall between 3.3 and 3.6 and will be scaled accordingly at the end of the semester once all assignment point totals have been tabulated.

Assignments received after they are due will receive a deduction of 20%. Assignments received more than a week late will not be accepted and will receive 0 points.

SCHEDULE

Class # & Date	Class Agendas and Assignments
1 – 10/28	<ul style="list-style-type: none"> • Course introduction • Class / instructor introductions (telling your story is important!) • The industry & the job • Introduction of reading assignment #1: “Consulting on the Cusp of Disruption”
2 – 10/30	<ul style="list-style-type: none"> • Reading assignment #1: class discussion • Consulting methods & models • Introduction of case assignment #1: Navistar
3 – 11/4	<ul style="list-style-type: none"> • Consulting industry trends — Chris Donnelly (Accenture)
4 – 11/6	<ul style="list-style-type: none"> • Case assignment #1: team presentations • Introduction of reading assignment #2: “The Manager’s Guide to IT Innovation Waves”, “Right Tech, Wrong Time”, and “What is Disruptive Innovation?”
5 – 11/11	<ul style="list-style-type: none"> • Reading assignment #2: class discussion • Technology and consulting • Introduction of case assignment #2: Harley-Davidson
6 – 11/13	<ul style="list-style-type: none"> • The Challenge of Implementation — Thom Cranley (Ernst & Young)
7 – 11/18	<ul style="list-style-type: none"> • Consulting engagements: definition & practice • Q&A on case assignment #2: Harley-Davidson

Class # & Date	Class Agendas and Assignments
8 – 11/20	<ul style="list-style-type: none"> • Case assignment #2: team presentations • Introduction of reading assignment #3: “What is Organizational Capacity for Change?” and “Mixing and Matching”
9 – 11/25	<ul style="list-style-type: none"> • Ethics in consulting: “What goes around comes around” — Paul Gelter • Introduction of case assignment #3: American Modern
10 – 12/2	<ul style="list-style-type: none"> • Reading assignment #3: class discussion • Q&A on case assignment #3: American Modern
11 – 12/4	<ul style="list-style-type: none"> • Case assignment #3: team presentations • Introduction of reading assignment #4: “The Business Model Canvas,” Removing Roadblocks to Corporate Innovation,” How Companies Strangle Innovation,” and “Blue Ocean Strategy”
12 – 12/9	<ul style="list-style-type: none"> • Innovation & Consulting — Adam Fennel, Huron Consulting Group
13 – 12/11	<ul style="list-style-type: none"> • Reading assignment #4: class discussion • Introduction of final assignment