

COURSE SYLLABUS

Course Number: **LS 128** Title: **Small Business Consulting**
Department: Leadership and Strategy
School: John Gokongwei School of Management
Semester: 1st Semester School Year 2012-2013
Instructor: Carlos V. Cabochan

A. Course Description

Small Business Consulting is a course designed to prepare students for professional consulting work. Small Business Consulting or simply “Business Consulting” for small and medium enterprises provides students with the necessary skills in understanding industry structures, the value creation process in enterprises, innovative business modeling and formulating action programs based on internal business processes. These internal business processes are classified under four structures – operations management, customer management, innovation, and regulatory and social involvement.

Students are organized into consulting teams and are coached on their role as solutions provider for specific enterprise consulting needs. The consulting engagement will last for a period of sixty to ninety days. During this period, the student will assume the role of an Engagement Associate (EA) and the team will be headed by an Engagement Team Leader (ETL). Members of the team will select among themselves who will be the ETL. The course instructor shall be the Engagement Director (ED).

Students are required to submit a paper on the engagement based on the various subjects covered in class and as required by the client.

B. Course Objectives

To prepare students for professional consulting work

To enable the students to understand the various consulting environments in small and medium enterprises

To provide students with hand on experience in consulting work

To train students in business model design and innovation

EVERYONE IS A CONSULTANT

C. Getting the most out of the course...

GO THROUGH THE ASSIGNED READINGS AHEAD OF TIME

ASK QUESTIONS WHEN THE SUBJECT DISCUSSED IS NOT CLEAR

BE INVOLVED WITH YOUR GROUP’S PROJECT

ATTEND CLASSES

This is a three hour class from 6 to 9 in the evening. It will certainly be a challenge to remain focused. We will have to work together to make this class interesting and lively,

D. Course Outline and Time Frame

Jun 11 Course Introduction
Organize consulting teams (maximum of 5 in a team)
Getting a Client
Business Information Sources

Jun 18 Project Management
Bar Chart/Pert CPM

Jun 25 The basics form LS 126 and 127
Structural Analysis and Value Chain Analysis
Business Strategies
Strategy Maps and the Balanced Scorecard

Assignments and Schedules

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|---------------------------------------------------------------|---------|
| Introduction and Purpose of the Engagement | July 16 |
| I. Industry Structural Analysis | July 16 |
| II. Value Chain Analysis | July 23 |
| III. Business Process and Diagram | July 30 |
| IV. Findings and Recommendations | July 30 |
| V. Proposed Strategies | Aug 20 |
| VI. Balanced Scorecard/ Strategy Maps | Sep 3 |
| VII. Proposed Business Process and Diagram/ Business Model | Sep 10 |
| VIII. Project Implementation Schedule | Sep 17 |
| Conclusion | Sep 17 |

Note: Attached to each part submitted is an activity diary indicating participation/involvement of each team member. The diary contains dates, time, meetings and people involved and group/individual work on the paper.

July 2 The Business Process and Diagram/Management Consulting

Jul 9 Management Consulting / Case Discussion

Jul 16 The McKinsey Way

July 23 Competing for the Future and Value Migration

Jul 30 Group work on presentation/time with client

Aug 6 Group Presentations Introduction/Parts I – IV and Discussion

Aug 13 Group work on consulting paper

Aug 20 Game-Changer
How you can drive revenue and profit growth with Innovation

Aug 27 National Heroes Day (Holiday)

Sep 3 Solution-Focused Coaching

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| Sep 10 | Philippine Business Environment |
| Sep 17 | Group work on presentation/time with client |
| Sep 24 | Group Presentations Parts V – VIII/Conclusion and Discussion |
| Oct 1 | Course Summary – Why be a Consultant? Putting up your own consulting business |
| Oct 8 | Final Exam Date Final Paper Due |

E. Required Readings

Kubr, Milan. Management Consulting (Geneva: International Labour Organization, 1986)

Maister, David H. Managing the Professional Service Firm (New York: Press, 1993)

Porter, Michael E. Competitive Strategy (New York: Free Press, 1980)

Porter, Michael E. Competitive Advantage (New York: Free Press, 1985)

Hamel, Gary and Prahalad, C.K. Competing for the Future (Boston: Harvard Business School Press, 1994)

Rasiel, Ethan M. The McKinsey Way (New York: McGraw-Hill, 1999)

Slywotzky, Adrian J. Value Migration (Boston: Harvard Business School Press, 1996)

Kaplan, Robert S. and Norton, David P. The Balanced Scorecard (Boston: Harvard Business School Press, 1996)

Kaplan, Robert S. and Norton, David P. Strategy Maps (Boston: Harvard Business School Press, 2004)

Roberts, Paul. Guide to Project Management (London: Profile Books Ltd, 2007)

Lafley A. G. and Charan, Ram. Game-Changer (New York: Crown Business, 2008)

Greene, Jane and Grant, Anthony M. Solution-Focused Coaching (Great Britain: Henry Ling Ltd, Dorchester, 2003)

F. Course Requirement

A paper on the consulting engagement is required. The paper contains the application of the structural and value chain analysis models, and the client business process and diagram. The paper also discusses possible blue ocean strategies for the client, the balanced scorecard and strategy maps. The outline for the paper is presented in section D of the course syllabus.

Together with each part of the paper submitted, the group will submit a diary of activities on the consulting engagement.

CAVEAT: This is not a policy class and the requirements are different.

G. Grading System

Each part of the paper will be submitted based on the schedule presented in section D of the course syllabus. Each part will be graded separately. Meeting the time required for submission shall be considered in grading. The initial passes will have a 60% weight when computing for the final grade. The final pass will have a 40% weight.

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| Structural Analysis | 15% |
| Value Chain Analysis | 10% |
| Business Process and Diagram | 5% |
| Findings and Recommendations | 20% |
| Blue Ocean Strategy/Strategies | 20% |
| Balanced Scorecard and Strategy Maps | 20% |
| New business Process and Diagram | 5% |
| Project Implementation Schedule | 5% |

INITIAL PASS - 60% of final grade

FINAL PASS - 40% of final grade

At the end of the term, each student shall grade the rest of the group members individually. The form to be used is the SOM PEER EVALUATION form. This will be submitted in a sealed envelope together with the final paper. The peer evaluation reflects the quality of the involvement and contribution of each group member to the project. Take this seriously. This evaluation is required in the computation and release of the final grade for the semester.

TAKE NOTE: no peer evaluation – grade will be INC.

H. Classroom Policies

Conduct in class is covered by the school rules. Students are expected to behave professionally as consultants engaged in a research project. The readings and discussions on business consulting provide guidelines on ethical behavior.

Presentations in class must make use of available technology aids.

The SOM prescribes a specific dress code. Students are expected to comply with this requirement.

I. Consulting Period

Students are advised to make use of classroom meetings for consultations. All inquiries on the project will be entertained in class. And to take advantage of tools in the information age, students are strongly advised to make use of electronic communication for on-line consultation. Students can also communicate through text messaging.

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